

A Choice Neighborhood Transformation Plan for Downtown Lewiston



GROWING

OUR TREE STREETS

**JUNE 2019
DRAFT**

Healthy
Neighborhoods



ACKNOWLEDGEMENTS

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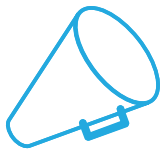
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SPECIAL THANKS

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THANK YOU to the residents, community members, and stakeholders who contributed to Growing Our Tree Streets by participating in an interview, mapping workshop, or public forum. Hundreds of local voices helped shape this plan: neighbors, community organizations, institutions, businesses, students, City staff and leadership, and Lewiston champions—our words and ideas populate the pages that follow. This is our plan for our neighborhood.

A special shout out to the Healthy Neighborhoods Planning Council – a volunteer coalition of residents, organizations, and City representatives hard at work on efforts to transform Lewiston's Tree Streets long before this Choice Neighborhood planning effort; thank you for stewarding the planning process and providing invaluable guidance along the way.



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A NOTE TO READERS:

WHEN WE SAY “WE”

The “WE” in the text of this plan refers to the people who live, work, play and invest in the Downtown Lewiston Choice Neighborhood, and specifically in the Tree Streets. WE are the people who have a genuine stake in seeing this neighborhood flourish. WE are the people who will continue to work tirelessly to support the Tree Streets neighborhood, and WE are fully invested in seeing this neighborhood achieve its true potential.





CITY OF LEWISTON

Kristen S. Cloutier
Mayor

On behalf of the City of Lewiston, and our partners, I am excited to present *Growing our Tree Streets*, a Choice Neighborhood transformation plan for downtown Lewiston. This plan embodies the experience, ideas, and vision of the many residents, organizations, and partners who live, work, and play in the Tree Streets Neighborhood.

The Tree Streets Neighborhood is part of the historical fabric of our community. The work this plan lays out will help strengthen the foundation of this neighborhood and bring a new, healthy vibrancy to all individuals and families who choose to call this neighborhood home.

I'd like to thank City staff, Community Concepts, Inc., Healthy Neighborhoods Planning Council, and the many people who shared their time and input throughout the planning process. I'd also like to thank John T. Gorman Foundation for their continued investment in our community, our partners, and their unwavering belief in the opportunity for Lewiston's families and children here in our City.

Lewiston is the second largest city in Maine, but the City with the biggest heart. The Choice Neighborhood transformation plan offers us the opportunity to build that infinite sense of community into all that we do.

Enthusiastically,

Kristen S. Cloutier

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EXECUTIVE SUMMARY

WHAT IS GROWING OUR TREE STREETS?

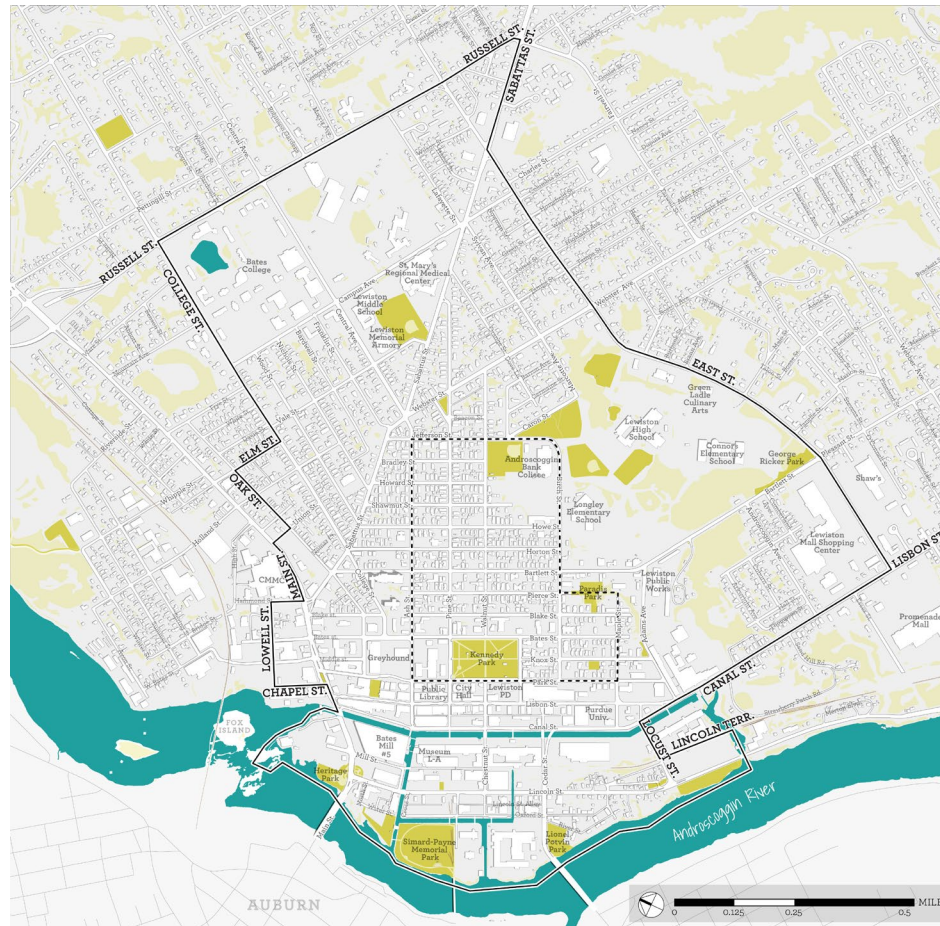
In 2017, the City of Lewiston in partnership with Community Concepts, Inc. (CCI) applied for, and received, a competitive grant from the U.S. Department of Housing and Urban Development (HUD). Funded by HUD's Choice Neighborhood Initiative, the Downtown Lewiston Choice Neighborhood Planning and Action Grant brought much needed resources to Lewiston to develop a community-based comprehensive Transformation Plan for a three-Census Tract Study Area (Tracts 201, 203, 204).

The Study Area encompasses approximately 1.5 square miles including Downtown Lewiston, the historic textile mills and canal system, and the City's oldest residential neighborhoods, plus Bates College, St. Mary's Medical Center, Lewiston High School, and the new Connors Elementary School currently under construction.

HUD's Choice Neighborhoods Initiative targets holistic transformation in neighborhoods struggling to address the interconnected challenges of distressed housing, poor health, underperforming schools, crime, and lack of investment.

The program seeks to catalyze change at three different scales:

- › **In the lives of People** – the Transformation Plan should aim to improve the education, health, income, and employment outcomes of households living in new Choice-funded homes and elsewhere within designated Choice Neighborhoods
- › **In local Housing and Homes** – the Transformation Plan should aim to replace distressed public and HUD-assisted housing
 - in this case, the Maple Knoll Apartments
 - with high-quality mixed-income homes and apartments that are well managed and responsive to the needs and context of the local community



STUDY AREA

Source: City of Lewiston

- CHOICE STUDY AREA
- ▤ TREE STREETS NEIGHBORHOOD
- PARK
- WOODED AREA
- RIVER
- RAIL

- › **In the Choice Neighborhood** – the Transformation Plan should foster the conditions necessary for public and private reinvestment in distressed neighborhoods, including public safety, a healthy environment, good schools and opportunities for learning, and commercial activity

The Tree Streets Neighborhood, named for many of its streets, which, in turn, are named for different tree species, lies at the heart of the City and the

heart of the Choice Study Area, and it is the Tree Streets that are the key focus of this Transformation Plan. The documented issues in the Downtown Lewiston Choice Neighborhood – among them the disproportionate levels of childhood lead poisoning; concentrated poverty; disinvested housing stock; slow pace of revitalization and rehab; and recent traumas tied to race-related violence and substance misuse – are more pronounced within the Tree Streets.

PLANNING PROCESS & COMMUNITY INVOLVEMENT

The Downtown Lewiston Choice Neighborhood Transformation Plan process was a truly collaborative effort, requiring the commitment and diverse expertise of many partners.

The City of Lewiston was the lead applicant for the grant, with **Community Concepts, Inc. (CCI)** as co-applicant. Together they worked closely with the local community and led the consultant team hired to develop this plan.

The Healthy Neighborhood Planning Council (HNPC) is a coalition of local residents and community organizations already organized and hard at work to transform the Tree Streets Neighborhood before Lewiston received a Choice Neighborhood Planning and Action Grant. HNPC served as the governing body for the planning effort, embracing the role of steering committee and grounding the planning process in the Council's core values of inclusiveness and relationship building.

Lewiston-Auburn Community Housing, Inc. (LACH) and **Lewiston Housing Authority (LHA)** both served on the Leadership Team and will be essential partners in implementing this plan. LACH, is an affiliate non-profit of CCI with deep roots in the Tree Streets and neighborhood representation at the Board level. As a HUD-certified Community Housing Development Organization, LACH has local experience in developing affordable housing for low- and moderate-income persons. LHA is a HUD High-Performing Agency and has housing management experience unmatched in Lewiston.

The **John T. Gorman Foundation** has generously supported the Choice Neighborhood Transformation Planning effort through the dedication of staff time and research, resources for early implementation activities and site assemblage for the Maple Knoll replacement homes, and the financial support

of project experts retained to advise on Choice planning, capacity building, and implementation efforts.

And, most importantly, the **Residents of Maple Knoll Apartments and the Tree Streets Neighborhood as well as other Community Members** have given generously of their time and ideas to shape this plan for our neighborhood.

The planning process unfolded between April to April, 2018 to 2019, with three main phases of work, all of which are documented in the Growing Our Tree Streets Neighborhood Transformation Plan:

- › **Understanding the Existing Conditions** – The first phase of the project focused on data collection. A consultant team conducted interviews and a parcel-by-parcel field survey, as well as a thorough analysis of available datasets from demographics to transportation, crime to code violations. Data entry and analysis by faculty at Bates College and volunteer members of HNPC's Neighborhood Development Team allowed for an assessment of quantitative data alongside qualitative information. CCI undertook a Needs Assessment with residents of Maple Knoll Apartments and worked with Bates College faculty to develop a short-form neighborhood survey tool to help understand the population of Maple Knoll in the context of the broader neighborhood's population.
- › **Establishing a Vision and Guiding Principles** – With a clear understanding of the existing conditions in the Choice Neighborhood Study Area and the issues and opportunities of the Tree Streets, specifically, the second phase of work focused on visioning. This pivot from thinking about how the neighborhood was in the past and is today to how it will be the

future was a collaborative effort, undertaken with care and intention by community members and the consultant team. To support the forward-looking vision for the neighborhood and frame the strategies that comprise the plan, community members drafted a series of goals and guiding principles that establish shared values and ground rules for future change.

- › **Developing Goals, Strategies, and a Plan for Implementation** – The third phase of work focused on developing the action strategies. The strategies respond to the issues and opportunities identified during the analysis of existing conditions and reinforce the community's vision and goals for the future. Some of the strategies are achievable in the near-term and others will take years or decades to complete. The implementation plan identifies phasing, key partners, and measurable outcomes and objectives to track change over time.

Growing Our Tree Streets is the result of a community-led planning process, defined by a robust and inclusive engagement and outreach effort spearheaded by HNPC's Community Engagement and Neighborhood Development Teams.

Over 400 individuals speaking over 8 languages lent their voice and vision to the planning effort.

Participants included life-long Lewiston residents and recent newcomers, Maple Knoll residents and neighbors from throughout the Choice Neighborhood Study Area, business owners, community organizations, City staff, elected officials, advocates, property owners, investors, foundations, local youth, people experiencing homelessness, and currently incarcerated women who will re-enter the Tree Streets community.



THE TREE STREETS, TODAY

The Tree Streets neighborhood is a residential area within Downtown Lewiston and home to one of the most diverse communities in the State of Maine. The 30 blocks between Lewiston's beloved Kennedy Park and the Colisée where generations have played or watched ice hockey games are now home to residents from more than 30 nations around the world – many from Eastern and Central Africa. In a city that had been experiencing job and population loss since the 1970s, the growing population of African refugees and immigrants since 2001 has repopulated the housing stock originally built in the mid-1800s by and for French Canadian immigrants drawn to job opportunities at the Bates Mill and other area mills. Storefronts on Lisbon Street offer flavors from around the globe, 36 languages and dialects are spoken at Longley Elementary School, soccer rivals hockey as a neighborhood pastime, and we – lifelong residents and New Mainers, now neighbors – are at work to improve our community. Our neighborhood lies at the heart of the City, and our commitment to the Tree Streets is a commitment to Lewiston and a recommitment to our roots.

Despite the trend of growth, our Tree Streets Neighborhood faces many challenges today. Our housing stock suffers from decades of disinvestment. A full 96% of households are renters, many of us are forced to rent homes that are in substandard condition, and our children are in danger of lead poisoning. Over half of our households are currently living in poverty, and although Lewiston is a college town, most Tree Streets residents do not have a college degree. Among other health related issues, we join communities across the nation feeling the effects of substance misuse. Neighbors struggle to meet their basic needs for safe affordable housing; healthy, affordable food; and access to jobs and quality services, such as daycare in the neighborhood. Lewiston's Tree Streets suffer from division within the community based on race and prejudices, and from long-standing negative perceptions held by those who do not live here.

And yet, the Tree Streets are alive with hope, determination, and grit. Our neighborhood is a truly global community, rich with a history of immigration and new beginnings, and though we may come from around the corner or around the world, with different experiences and cultures, we have common ground – a shared neighborhood with good bones, many assets, and a shared sense of priorities.

Our shared vision and values are documented in this plan, Growing Our Tree Streets: A Choice Neighborhood Transformation Plan for Lewiston's Tree Streets.



OUR VISION

Our vision for the Tree Streets is to continue cultivating our shared ground and GROW as a **safe, healthy, welcoming, equitable, and vibrant** community in which to live, work, play, and raise a family. We are organized and committed to change and unprecedented inclusion. Working together, we are sowing a future in the Tree Streets where all can thrive and establish roots, guided by action, a collective voice and vision.

The Tree Streets we are creating:

- › offer an environment where our **PEOPLE** can share their skills and talents and thrive with access to resources and new opportunities for learning, economic stability, and health and well-being. Our close-knit, resilient population celebrates our diverse roots and builds strength through our collective voice.
- › provide **HOMES** for all neighbors that are safe, healthy and 100% lead-free, with options for a range of family sizes, types, and income levels so that anyone who wants to live in the Tree Streets as an owner or renter can do so. They increase local ownership and develop sustainably to create homes that work for generations to come.
- › support a **NEIGHBORHOOD** that people proudly choose to call home. It cultivates community inclusion and interaction across race, class, and ability. They nurture our children, growing greener, more connected, safer, and stronger through shared stewardship, robust resources, and a thriving economy.

SUMMARY OF ISSUES AND OPPORTUNITIES

Informed by data from the analysis of existing conditions, the market study, the needs assessment, as well as in-depth community conversations and input from residents, the planning process identified nine key issues and opportunities critical to the transformation of our Tree Streets Neighborhood.

1

The Deleterious Effects of Lead

The presence of lead in our soil, in our homes, and in our blood is poisoning our future, as individuals and as a community. Support for a lead-free neighborhood has galvanized the community to action and will require sustained and multi-faceted actions to achieve.

2

The Desire for a Clean, Safe Neighborhood We are Proud to Call Home

The narrative surrounding the Tree Streets is negative, but we are rewriting our own story. Efforts to clean up the neighborhood, restore public safety on our streets, and add beauty will improve our quality of life as well as public perceptions.

3

The Lack of Trust and Tolerance

Many see our neighborhood's diversity and multi-culturalism as among our greatest strengths, but until trust and tolerance are universal, we have work to do to build relationships across cultures and become a truly inclusive community.

4

The Stagnant Housing Market, Coupled with a Lack of Housing Choice

The prolonged lack of investment in our housing stock has resulted in a lack of safe, quality, and affordable homes for households of all sizes and income levels. To jump-start the housing market and respond to the demand generated by the need to replace obsolete and sub-standard units will require both catalytic redevelopments as well as strategic infill.

5

The Need for Greater Levels of Ownership and Community Control

There are very few homeowners in the Tree Streets, though many residents hope to put down roots and invest. Given the very low incomes of many households and the reality that homeownership may not be achievable or appropriate for all, other mechanisms to increase pathways to ownership and boost community control and sense of ownership will be necessary.

6 The Drive for Improved Health and Wellness

Grassroots community organizing efforts in the Tree Streets which predated the Choice Transformation Planning effort emerged in response to local health crises – elevated lead levels, food insecurity, and gaps in access to care – which remain issues today. The health of our community members is directly tied to the health of our neighborhood.

7 The Need to Support our Young People

The Tree Streets is a neighborhood blessed by many children. Living in tight quarters, our neighborhood youth spend much of their out-of-school time out and about in the neighborhood. A nurturing environment that provides safe spaces for play, access to mentorship, engaging programs, and employment opportunities will help to ensure bright futures for kids in the neighborhood.

8 The Value of Lifelong Learning

In the Tree Streets, perhaps more than many other neighborhoods, there is a need for educational opportunities for all ages. Low educational attainment limits future opportunities for work, and varied degrees of English language literacy and developmental challenges due to lead poisoning create additional barriers to employment. Learning and educational achievement should begin in early childhood, continue for school-aged children, and remain a part of adult life.

9 The Path to Economic Mobility and a Stronger Local Economy

Ultimately, pathways to a future in which our neighbors and our neighborhood thrive economically will require the replacement of barriers with bridges to workforce training and jobs that pay a living wage, and the cultivation of commercial services that respond to community needs, which, in turn, become local businesses supported by the local community.

The Transformation Plan strategies focus on **addressing these issues and maximizing opportunities** through the coordinated, creative, and strategic use of existing and available resources.

GOALS & STRATEGIES

Each of the following goal statements seek to address the key issues and opportunities present in the Tree Streets. The goals are designed to help achieve the vision while also providing a framework for organizing the Plan's strategies. The strategies listed under each of the goal statements on the following pages are the recommendations that describe what should be done, where, when, and how in order to achieve the goals. The page numbers below point to the relevant section of the full Transformation Plan where additional information and details can be found.

GOAL 1 LEAD-FREE

1

**GROW A HEALTHY FUTURE
THROUGH A HOLISTIC LEAD-FREE
LEWISTON EFFORT ROOTED IN
THE TREE STREETS**

P. 110

GOAL 4 HOMES

4

**GROW AN INVENTORY OF
HEALTHY HOUSING AND OFFER
HOUSING CHOICES FOR ALL**

P. 150

GOAL 7 YOUTH

7

**GROW OUR TREE STREETS INTO
A FUN, SAFE & NURTURING
ENVIRONMENT FOR OUR YOUTH**

P. 194

GOAL 2 CLEAN & SAFE

2

**GROW A NEW NARRATIVE FOR
THE TREE STREETS AS A SAFE
AND BEAUTIFUL NEIGHBORHOOD**

P. 118

GOAL 5 OWNERSHIP

5

**GROW COMMITMENT TO AND
INFLUENCE IN THE NEIGHBORHOOD
FROM LOCAL OWNERS, LONG-TERM
INVESTORS, AND RESIDENTS**

P. 172

GOAL 8 LEARNING

8

**GROW INDIVIDUAL EDUCATION
OUTCOMES**

P. 208

GOAL 3 MULTI-CULTURAL

3

**GROW THE INCLUSIVENESS OF
OUR COMMUNITY BY INCREASING
TRUST AND RELATIONSHIPS
ACROSS CULTURES**

P. 142

GOAL 6 HEALTH & WELLNESS

6

**GROW AN ENVIRONMENT
THAT SUPPORTS HEALTH AND
WELLNESS AMONG COMMUNITY
MEMBERS**

P. 180

GOAL 9 JOBS & ECONOMIC DEVELOPMENT

9

**GROW PATHWAYS TO THRIVE AND
ECONOMIC MOBILITY FOR ALL**

P. 218

GOAL 1 GROW A HEALTHY FUTURE THROUGH A HOLISTIC LEAD-FREE LEWISTON EFFORT ROOTED IN THE TREE STREETS

Strategies and key actions include:

1.1 Engage Community Navigators to increase education and screening to foster bright futures for children and families

- › Organize all caregivers in the community, sharing information about the dangers of lead and resources for the prevention of lead-poisoning
- › Refer all children under five for screening for lead exposure
- › Expand proactive nutrition, health, and wellness strategies to combat lead exposure

1.2 Remove lead from the Tree Streets neighborhood and eliminate incidents of childhood lead poisoning

- › Replace, or rehab to lead-free every one of the 1,451 pre-1950 dwelling units to make the Tree Streets Lead-Free by 2043
- › Advocate for the testing and remediation of formal and informal outdoor play spaces

1.3 Develop resources, policies, and guidance for creating safe, healthy housing within existing properties

- › Require that housing rehabilitation and development efforts constructed with public dollars meet the standard of lead-free
- › Enforce the proper disposal of contaminated construction debris and the containment of particles during demolitions
- › Continue to build and maintain the Property Health Report to measure change
- › Work to create more energy-efficient structures and upgrade building performance

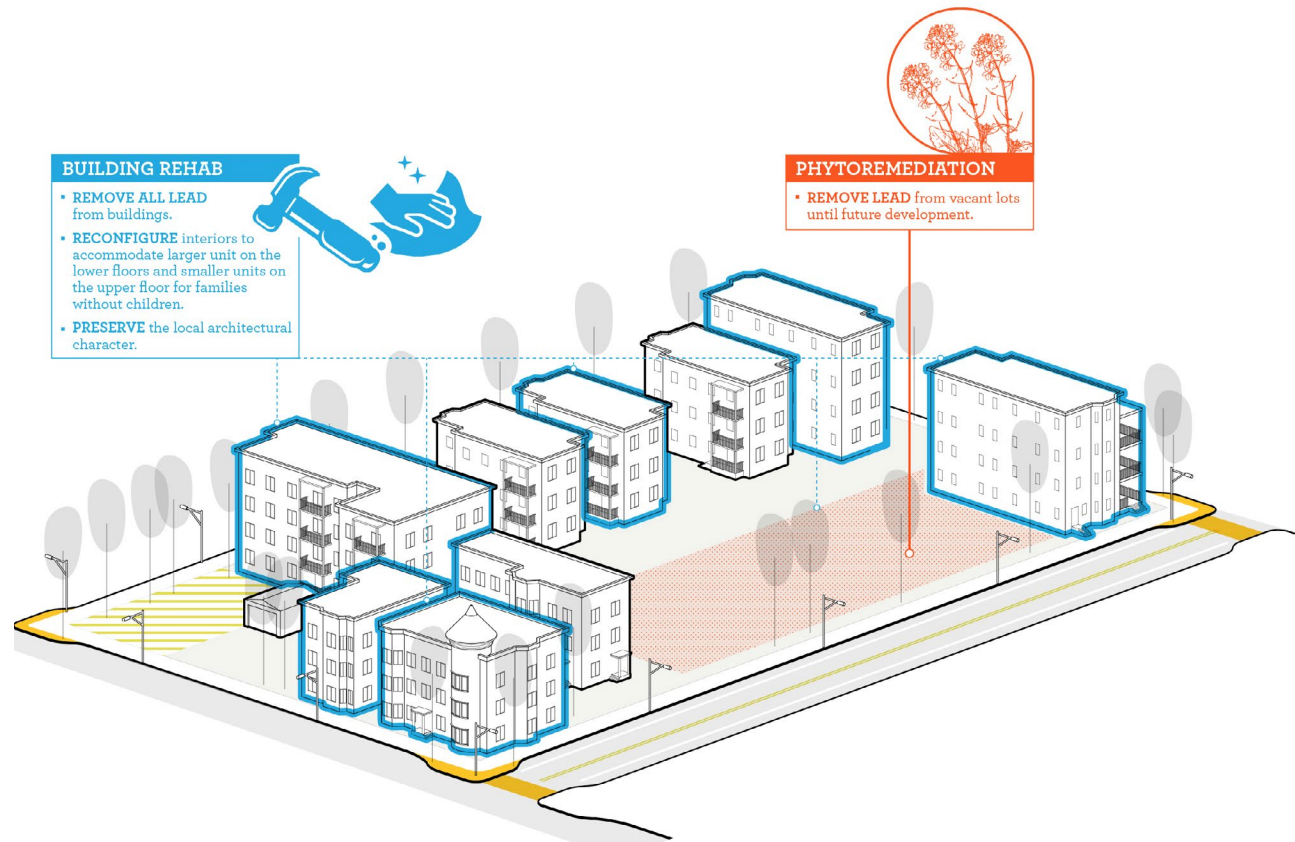


Diagram of proposed physical lead abatement measures in the neighborhood

GOAL 2

GROW A NEW NARRATIVE FOR THE TREE STREETS AS A SAFE AND BEAUTIFUL NEIGHBORHOOD

Strategies and key actions include:

2.1 Increase safety and perceptions of safety

- > Redevelop with a mix of uses to put more eyes on Kennedy Park
- > Support and expand the Lewiston Police Department's efforts to build relationships with residents
- > Improve lighting with porch lights, pedestrian scale fixtures, and decorative lighting

2.2 Beautify the neighborhood and increase pride and stewardship

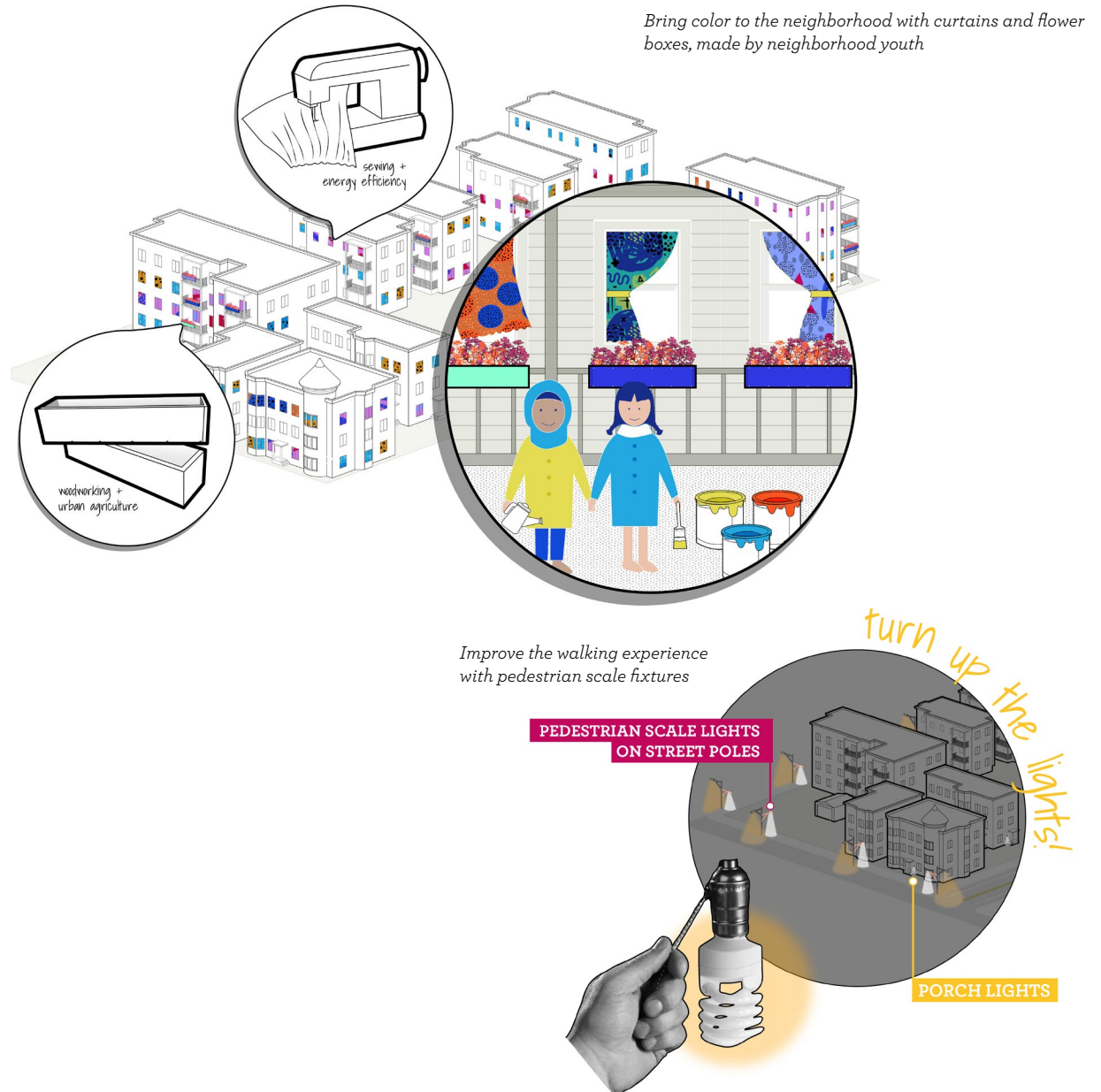
- > Continue community clean-ups and strengthen code enforcement
- > Add more color with community projects like window boxes, curtains, and public art
- > Activate and maintain vacant lots

2.3 Make the Tree Streets safe for walking, biking, and riding the bus

- > Improve the walking experience with traffic calming designs, crosswalks, and sidewalk enhancements that support improved accessibility in all seasons
- > Advocate for restored funding to return transit service to previous levels
- > Assess opportunities for rideshare with community-run jitney buses
- > Expand the bike network

2.4 Change the narrative of the neighborhood

- > Offer Meet the Tree Streets Neighborhood tours and events



GOAL 3

GROW THE INCLUSIVENESS OF OUR COMMUNITY BY INCREASING TRUST AND RELATIONSHIPS ACROSS CULTURES

Strategies and key actions include:

3.1 Build community traditions with regularly scheduled events that nurture community, social connections, and social supports

- > Build International Day and Lewiston-Auburn World Refugee Day
- > Bring more programming to Kennedy Park and across the neighborhood

3.2 Find common ground through shared stories

- > Cultivate story telling by community members and sharing in person and via social media
- > Develop a Cultural Exchange Ambassadors Program

3.3 Work to better understand and celebrate our multiculturalism

- > Conduct a community census
- > Increase civility and compassion through trainings for City workers, police officers, employers, landlords, and residents

3.4 Ensure that all voices are heard and all voices have power

- > Bolster Lewiston Adult Ed's Citizenship program
- > Ensure access to legal representation and remove language barriers

JANUARY  <i>Winterfest</i>	FEBRUARY  <i>Winter Farmer's Market</i>	MARCH  <i>Continue Community Dinners</i>	APRIL  <i>Spring Clean up Egg Hunt</i>
MAY  <i>Outdoor Movies Mother's Day</i>	JUNE  <i>Porch Music Festival, Pride L/A Congolese Independence Day Great Falls Brewfest</i>	JULY  <i>World Refugee Day 4th of July</i>	AUGUST  <i>Bring back the Summer BBQ in Kennedy Park Balloon Festival, International Youth Day</i>
SEPTEMBER  <i>National Kids Day Maine Inside Out Block Party</i>	OCTOBER  <i>Pumpkin carving contest Trick or Treat Halloween Party</i>	NOVEMBER  <i>Thanksgiving Community Dinner Twin Cities Holiday Celebration</i>	DECEMBER  <i>Lighting of Christmas Tree, Winter Festival Community Christmas Party, Sparkle Sunday</i>
OTHER NON-SEASONAL EVENTS			
			<i>Lewiston Farmers Market, Art Walk, Gardening together at community gardens, Various events in Kennedy Park</i>

GOAL 4 GROW AN INVENTORY OF HEALTHY HOUSING AND OFFER HOUSING CHOICES FOR ALL

Strategies and key actions include:

4.1 Redevelop sites in the Choice Neighborhood with different types of homes and selective density

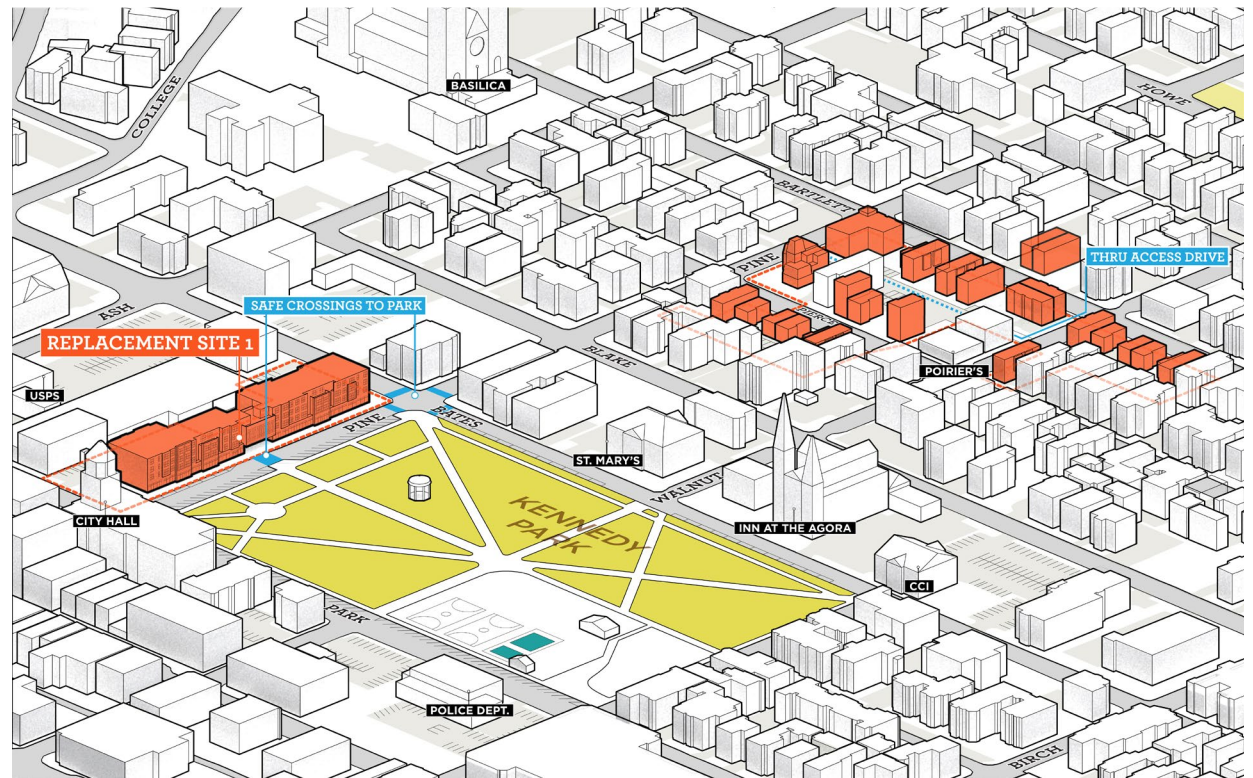
- › Redevelop the northern edge of Kennedy Park with a 66-unit mixed use mixed income apartment building (Replacement Site 1)
- › Extend the market momentum up Pine Street into the heart of the Tree Streets with a 64-unit mixed income family-oriented development (Replacement Site 2)
- › Adopt a Relocation Plan that eases the transition for Maple Knoll residents by building first and relocating only once
- › Redevelop the Maple Knoll site to a density and scale compatible with adjacent single family homes; create at least 13 new homes for sale or rent-to-own

4.2 Encourage strategic infill with residential designs responsive to the neighborhood

- › Adopt a pattern book with a selection of community-informed, resource-efficient housing typologies
- › Attract investment from small developers willing to undertake rehabilitation projects and then transition ownership to residents
- › Update zoning to support development that reflects neighborhood values

4.3 Develop supportive housing for people experiencing homelessness and other hard to house persons and families

- › Adopt a Housing First Model
- › Establish low barrier transitional housing
- › Provide additional permanent housing with on-site wrap-around supports for residents living with disabilities and/or in recovery



Model view of Maple Knoll replacement sites



Before photo of the Kennedy Park site (Replacement Site 1), looking down Pine Street toward City Hall. Rendering of the proposed development can be seen on the opposing page.



Rendering of the proposed Kennedy Park development

GOAL 4

GROW AN INVENTORY OF HEALTHY HOUSING AND OFFER HOUSING CHOICES FOR ALL



Site plan for Replacement Site 2, neighborhood-scale family-oriented infill



Redevelop the Maple Knoll Community Garden so it becomes a true community asset

Proposed 2-Story Townhouses 3 Units Total

SEE PP. 166-167 IN THE TRANSFORMATION PLAN FOR DETAILS ON THE DESIGN OF THESE NEW HOMES

Site plan of the Maple Knoll redevelopment as a location for new homeownership opportunities

GOAL 5

GROW COMMITMENT-TO AND INFLUENCE-IN THE NEIGHBORHOOD FROM LOCAL OWNERS, LONG-TERM INVESTORS, AND RESIDENTS

Strategies and key actions include:

5.1 Increase the number of long-term homeowners and community-controlled homes in the Tree Streets

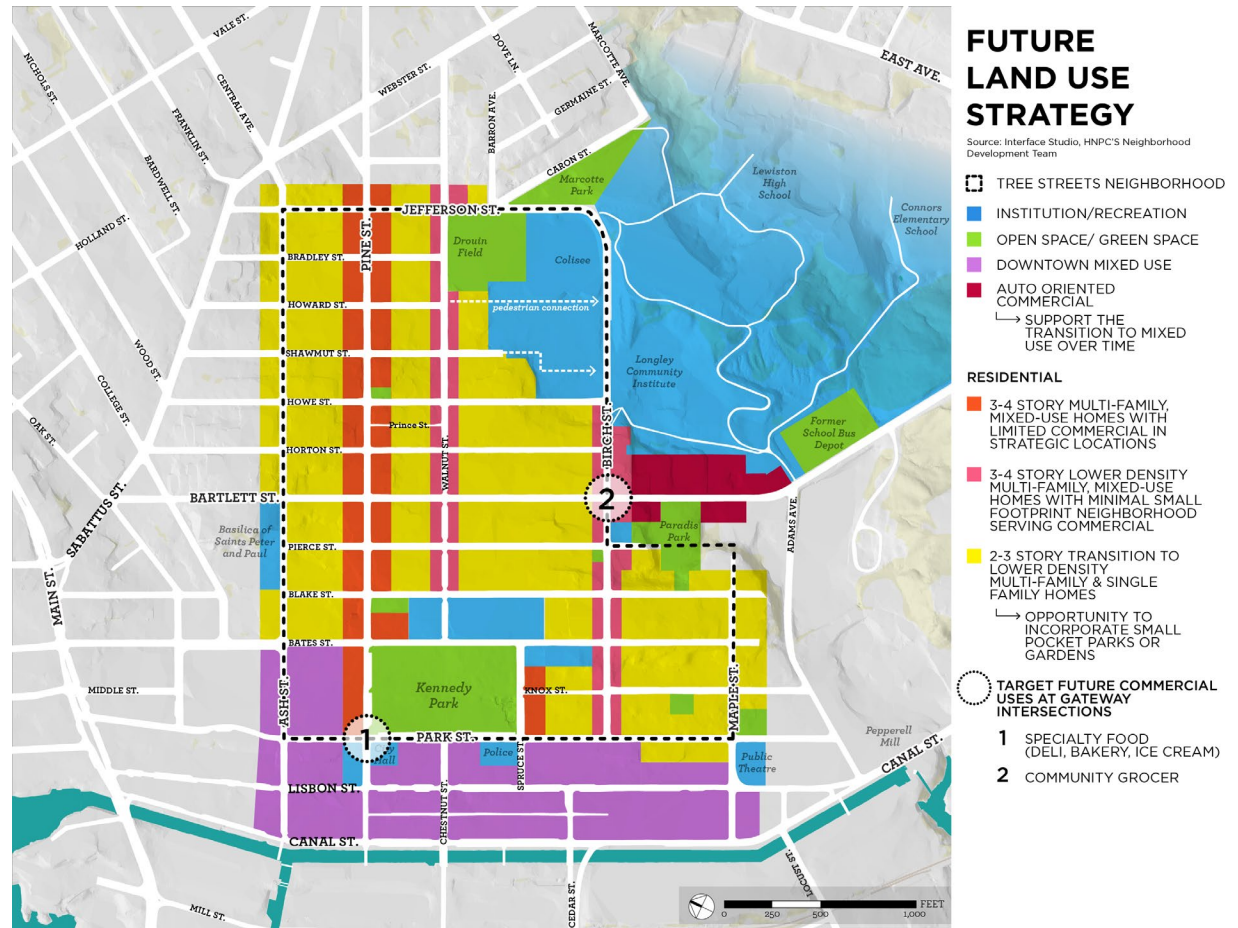
- › Increase access to and utilization of financial coaching among residents
- › Connect potential homebuyers with first time homebuyer assistance programs
- › Offer pathways to homeownership through rent-to-own financing structures
- › Support the expansion and creation of more housing cooperatives

5.2 Strengthen tenants' voices

- › Re-establish a tenants' union
- › Mediate known and recurring landlord-tenant challenges

5.3 Build neighborhood leadership and organization, and increase community control

- › Institute a neighborhood governance structure, led by residents
- › Create a network of Block Captains
- › Establish community participation in the owner-entity for Choice replacement housing through formal partnerships with Lewiston-Auburn Community Housing
- › Promote the development and stewardship of property through a community-based development organization
- › Support development proposals and future land uses compatible with the community vision



Future Land Use Map

GOAL 6 GROW AN ENVIRONMENT THAT SUPPORTS HEALTH AND WELLNESS AMONG COMMUNITY MEMBERS

Strategies and key actions include:

6.1 Increase access to and utilization of health services

- › Work to increase residents' utilization of local health services
- › Employ a new Health Equity Coordinator at B Street Health Center, one site of Community Clinical Services, focused on patients burdened by unsafe housing

6.2 Identify a location in the Tree Streets for Community Clinical Services to consolidate its services into a single, accessible location

- › Bring family, dental, pediatric, and behavioral care services

6.3 Address identified gaps in the health system and network of community resources

- › Provide access to warm, welcoming spaces during the day and in all seasons for those experiencing homelessness

6.4 Expand access to quality nutritious food

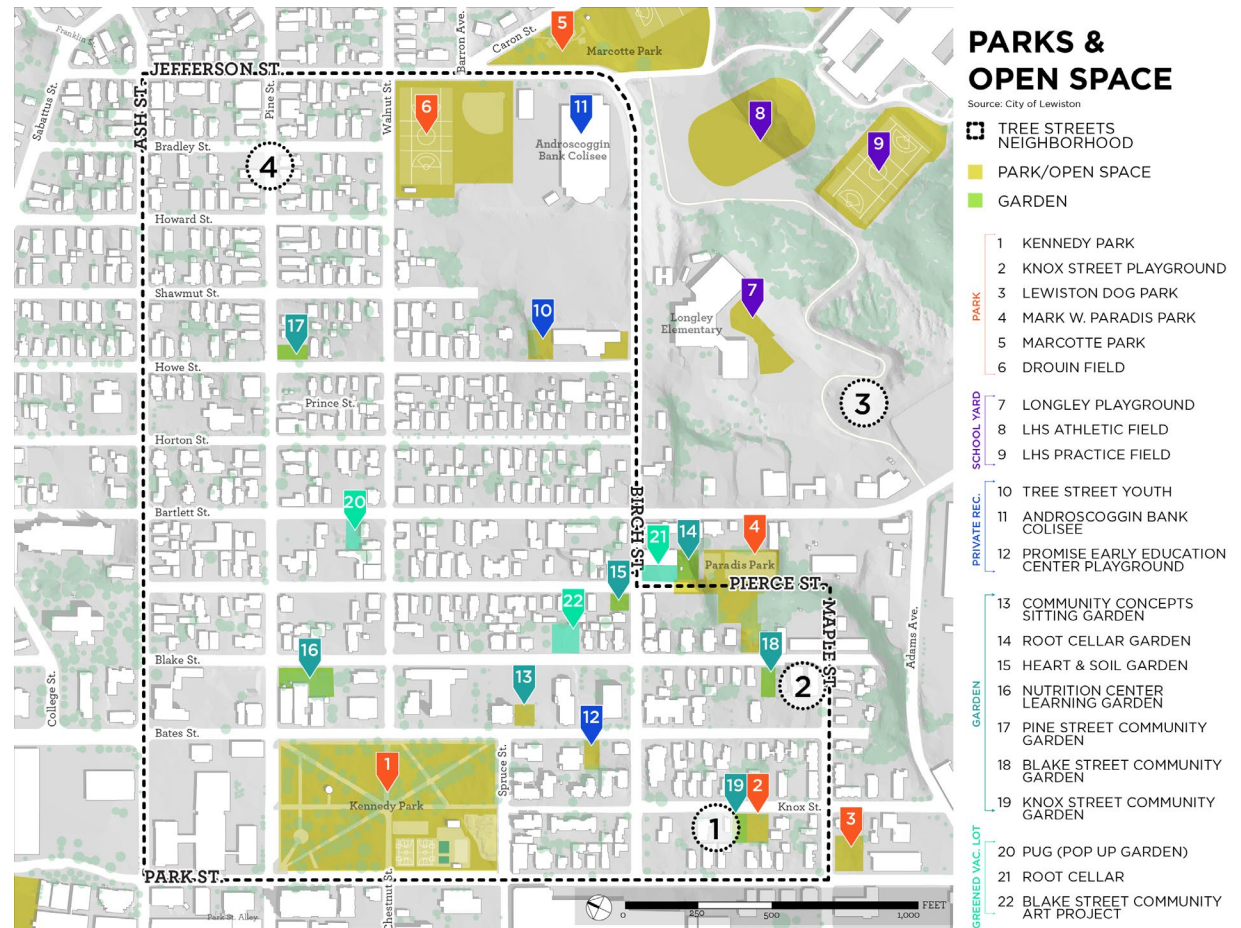
- › Secure permanent location for the Lewiston Farmers' market in/near the neighborhood
- › Develop a wholesome food vendor with a permanent store in the neighborhood
- › Create more places to grow food in the neighborhood

6.5 Encourage increased physical activity

- › Offer exercise programming for all seasons, all ages, all genders; create a local "World Cup" tournament

6.6 Create a healthy neighborhood environment

- › Commit to smartgrowth and a green city
- › Increase the tree canopy



Map of neighborhood gardens and open spaces

GOAL 7

GROW OUR TREE STREETS INTO A FUN, SAFE & NURTURING ENVIRONMENT FOR OUR YOUTH

Strategies and key actions include:

7.1 Incorporate opportunities for play throughout the neighborhood

- › Transform outdoor amenities for use in winter months
- › Provide flexible indoor recreation space

7.2 Improve gathering and public spaces so they are high quality and strengthen community ties

- › Make capital improvements at Kennedy Park and Paradis Park
- › Install a soccer dome at Drouin Field for year-round play

7.3 Support community-based programming that provides education, mentorship, and enrichment for neighborhood youth

- › Including Tree Street Youth, The Root Cellar, Maine Immigrant & Refugee Services, and St. Mary's Nutrition Center

7.4 Ensure that youth are ready for work and engaged as active members of the community

- › Expand after-school and summer programs with an employment and employment coaching component to build accountability

7.5 Provide wrap around services for youth and families

- › Address risk factors identified on the behavioral youth survey through mentorship and youth engagement strategies
- › Embed wraparound support in schools



Provide safe routes to school for the neighborhood youth

GOAL 8

GROW INDIVIDUAL EDUCATION OUTCOMES

Strategies and key actions include:

8.1 Expand the supply of quality early childhood classroom space in the Tree Streets by 50% through 2025

- > Create six additional classrooms for children aged six months to three years
- > Create two additional classrooms for children aged three to five years

8.2 Expand the utilization of existing and new quality early childhood programs among Tree Street families

- > Increase enrollment in the Main Child Care Subsidy Program
- > Connect guardians with specialists to develop coordinated plans for their children's early development

8.3 Collaborate with Lewiston Public Schools and the School Committee to improve conditions for learning

- > Ensure that school campuses are safe and welcoming for neighborhood youth
- > Advocate for restorative practices to reduce suspensions
- > Support the reuse of Longley Elementary School as a Community Institute

8.4 Provide fun (and safe) paths to school and welcoming school communities

- > Improve routes to school, school bus stops, and signage
- > Maximize the city-owned property surrounding the new school campus with off-road routes to the new Connors Elementary



REUSE LONGLEY ELEMENTARY AS A COMMUNITY INSTITUTE

Work with the Lewiston Public Schools to re-purpose the Longley School building so that it can continue to be an educational resource for the community

8.5 Encourage life-long learning and skills development with educational opportunities for adults

- > Tailor Adult Ed with contextualized English Language Learning opportunities
- > Connect to Lewiston's Adult Ed College Transition Program

GOAL 9 GROW PATHWAYS TO THRIVE AND ECONOMIC MOBILITY FOR ALL

Strategies and key actions include:

9.1 Connect residents to jobs, and provide supports for job retention

- › Increase utilization of existing workforce resources
- › Connect residents to career path opportunities such as apprenticeships, on the job training, and certification programs

9.2 Work to reduce poverty by adopting three strong, national best practices:

- › EMPath Mobility Mentoring and Bridge to Self Sufficiency, Getting Ahead Curriculum, and, Family-Centered Coaching

9.3 Increase access to and partnerships with commercial and professional service networks

- › Partner with local employers to understand their needs and create tailored workforce development programs

9.4 Develop career skills over time that are in demand in the region's growth industries – Health Care, Manufacturing, and Construction

- › Create rapid connections to low-entry-level-requirement training and experience
- › With Workforce Coaching, guide participants through the initial accumulation of skills and experience

9.5 Build businesses to create new job opportunities for residents in response to neighborhood needs

- › General contracting, micro-transit, day care services



Lisbon Street

9.6 Grow our economic strength and local business presence

- › Assess the opportunity to provide neighborhood-wide wifi
- › Work with existing neighborhood businesses to maintain and grow their presence
- › Support the continued redevelopment of Lisbon Street as a mixed use meeting place



NEXT STEPS & IMPLEMENTATION

The plan for Growing Our Tree Streets will be realized over 25 years and will rely on a broad network of collaborative partners, multiple funding sources, and the sustained involvement and oversight of Maple Knoll residents and Tree Streets neighbors. Public-private partnerships strengthened through the planning process are essential to successful implementation of this plan. Likewise, the intentional practice of inclusive and meaningful community participation, which has been a hallmark of this Choice Neighborhood Transformation Plan effort, will remain central as the focus shifts from planning to implementation.

Three lead entities have been identified to drive implementation efforts forward:

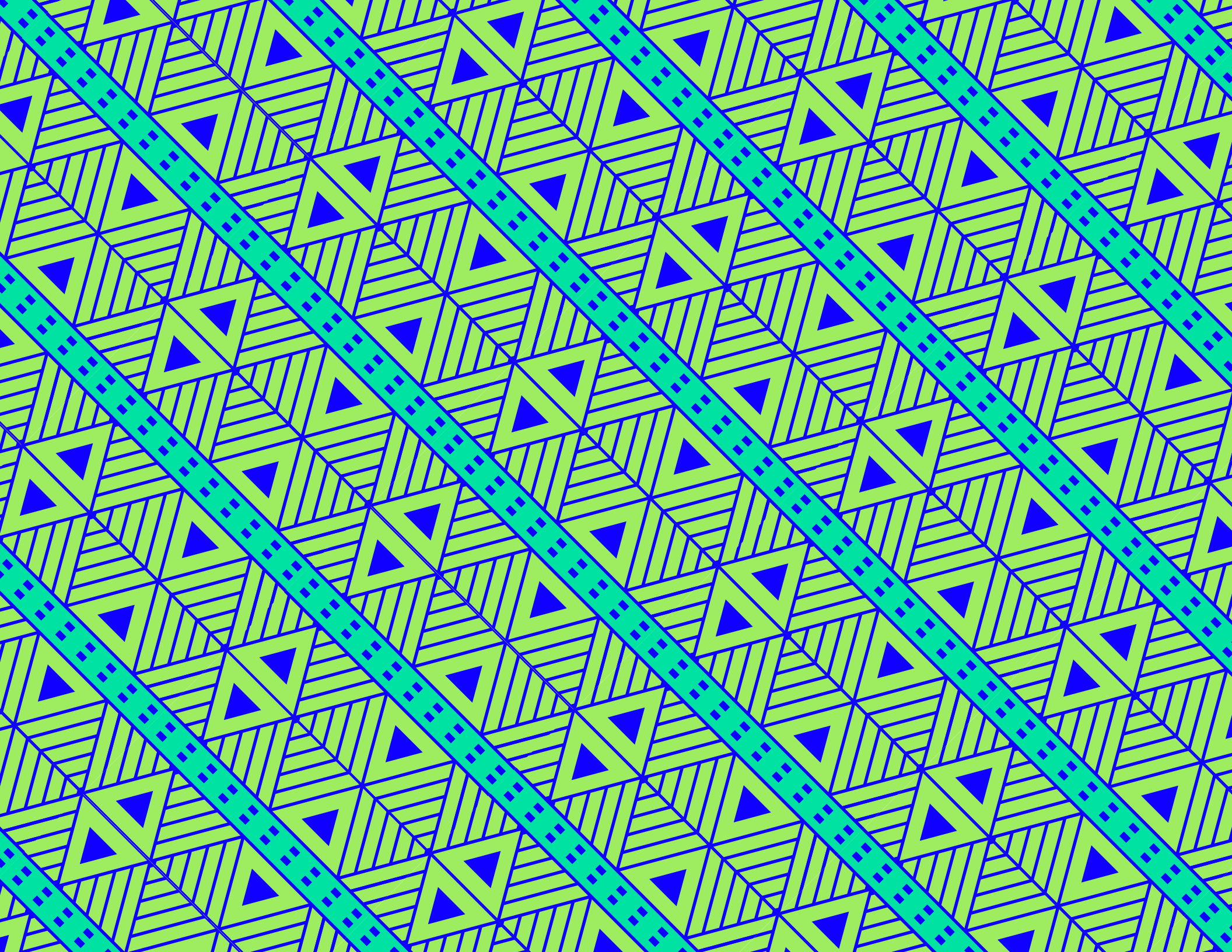
Community Concepts, Inc. (CCI), the lead partner in developing the plan's People strategies, will remain actively involved, serving as the People Lead. With extensive experience supporting families within the community and strong connections to a broad base of other social, health, and educational supports, CCI will provide a backbone of cross-agency coordination and organization. CCI will also grow its staff, retaining the Family Advocate positions dedicated to working with Maple Knoll residents throughout plan implementation and relocation, and adding new Community Navigator and Health Equity Coordinator positions charged with supporting community members across the neighborhood.

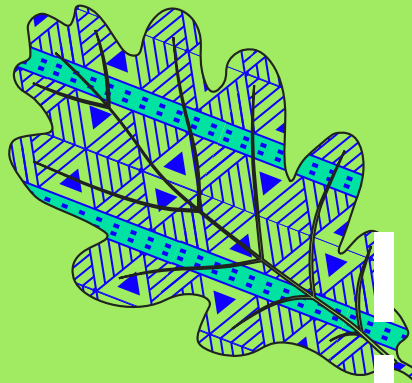
Lewiston-Auburn Community Housing, Inc. (LACH) will serve as the Housing Lead, working in close collaboration with **Lewiston Housing Authority (LHA)** as development moves forward. LACH is deeply rooted in the Tree Streets, with neighborhood representation at the Board level. As a HUD-certified Community Housing Development Organization, LACH has local experience in developing affordable housing for low- and moderate-income persons. As a HUD High-Performing Agency, the LHA has housing management experience unmatched in Lewiston. With their combined expertise, LACH and LHA will evaluate proposals from qualified private and/or non-profit developers who will be selected, in consultation with the other Lead entities and the community, to undertake development of the affordable and market rate homes built to replace Maple Knoll. The Housing Leads will work to secure the resources necessary to develop the replacement housing and will coordinate with private investors working on rehab and smaller-scale infill efforts to dramatically improve housing throughout the Tree Streets.

The City of Lewiston, lead applicant for this Choice Planning Grant, will serve as the Neighborhood Lead. The City will assume responsibility for public infrastructure improvements and will allocate CDBG and HOME funding for improvements that complement and reinforce Choice-funded implementation activities. The City will also continue to work closely with the Tree Streets community, with the **Maple Knoll Resident Advisory Group** and **Healthy Neighborhoods Planning Council** remaining at the table as active partners in implementation, continuing to organize and undertake community-led projects and holding all project leads accountable to the plan's vision and the community's shared values and priorities.

Certainly, the implementation of this Transformation Plan cannot be accomplished alone by single entities. The numerous private, non-profit, and philanthropic partners who helped shape Growing Our Tree Streets also remain invested and committed to playing significant roles in implementation. As strategies were drafted and developed, the City and Healthy Neighborhoods Planning Council worked diligently to align strategies with the appropriate partners within their broad network. Support for the plan exists among these groups, and roles and responsibilities have been assigned to ensure that the plan's recommendations move forward through ongoing involvement, energy, and resources dedicated by all partners. An Implementation Matrix at the conclusion of the full Transformation Plan summarizes the Plan, with information about timeframe, potential partners, and metrics for measuring success tied to each goal and strategy.

In the immediate future, the City and CCI, together with the Healthy Neighborhoods Planning Council and the community at large, will be focused on selecting and implementing early Action Activities. With Lewiston's Choice Planning Grant award, project partners also received an Action Grant of one million dollars that will enable the continuation of momentum and energy built through the planning process. These resources will allow the process to move forward with tangible, visible neighborhood improvements in the coming year that substantially advance this Transformation Plan and respond to neighborhood needs.





INTRODUCTION

INTRODUCTION

The Tree Streets neighborhood is a residential area within Downtown Lewiston and home to one of the most diverse communities in the State of Maine. The 30 blocks between Lewiston's beloved Kennedy Park and the Colisée where generations have played or watched ice hockey games are now home to residents from more than 30 nations around the world – many from Eastern and Central Africa. In a city that had been experiencing job and population loss since the 1970s, the growing population of African refugees and immigrants since 2001 has repopulated the housing stock originally built in the mid-1800s by and for French Canadian immigrants drawn to job opportunities at the Bates Mill and other area mills. Storefronts on Lisbon Street offer flavors from around the globe, 36 languages and dialects are spoken at Longley Elementary School, soccer rivals hockey as a neighborhood pastime, and we – lifelong residents and New Mainers, now neighbors – are at work to improve our community. Our neighborhood lies at the heart of the City, and our commitment to the Tree Streets is a commitment to Lewiston and a recommitment to our roots.

Despite the trend of growth, our Tree Streets Neighborhood faces many challenges today. Our housing stock suffers from decades of disinvestment. Almost all, 96%, of households are renters, many of us are forced to rent homes that are in substandard condition, and our children are in danger of lead poisoning. Over half of our households are currently living in poverty, and although Lewiston is a college town, most Tree Streets residents do not have a college degree. Among other health related issues, we join communities across the nation feeling the effects of substance misuse. Neighbors struggle to meet their basic needs for safe affordable housing; healthy, affordable food; and access to jobs and quality services, such as daycare in the neighborhood. Lewiston's Tree Streets suffer from division within the community based on race and prejudice, and from long-standing negative perceptions held by those who do not live here.

And yet, the Tree Streets are alive with hope, determination, and grit. Our neighborhood is a truly global community, rich with a history of immigration and new beginnings, and though we may come from around the corner or around the world, with different experiences and cultures, we have common ground – a shared neighborhood with good bones, many assets, and a shared sense of priorities.

Our shared vision and values are documented in this plan, Growing Our Tree Streets: A Choice Neighborhood Transformation Plan for Lewiston's Tree Streets.



OUR VISION

Our vision for the Tree Streets is to continue cultivating our shared ground and GROW as a **safe, healthy, welcoming, equitable, and vibrant** community in which to live, work, play, and raise a family. We are organized and committed to change and unprecedented inclusion. Working together, we are sowing a future in the Tree Streets where all can thrive and establish roots, guided by action, a collective voice and vision.

The Tree Streets we are creating:

- › offer an environment where our **PEOPLE** can share their skills and talents and thrive with access to resources and new opportunities for economic stability, health and well-being, and learning. Our close-knit, resilient population celebrates our diverse roots and builds strength through our collective voice.
- › provide **HOMES** for all neighbors that are safe, healthy and 100% lead-free, with options for a range of family sizes, types, and income levels so that anyone who wants to live in the Tree Streets as an owner or renter can do so. They increase local ownership and develop sustainably to create homes that work for generations to come.
- › support a **NEIGHBORHOOD** that people proudly choose to call home. It cultivates community inclusion and interaction across race, class, and ability. They nurture our children, growing greener, more connected, safer, and stronger through shared stewardship, robust resources, and a thriving economy.

WHAT IS GROWING OUR TREE STREETS?

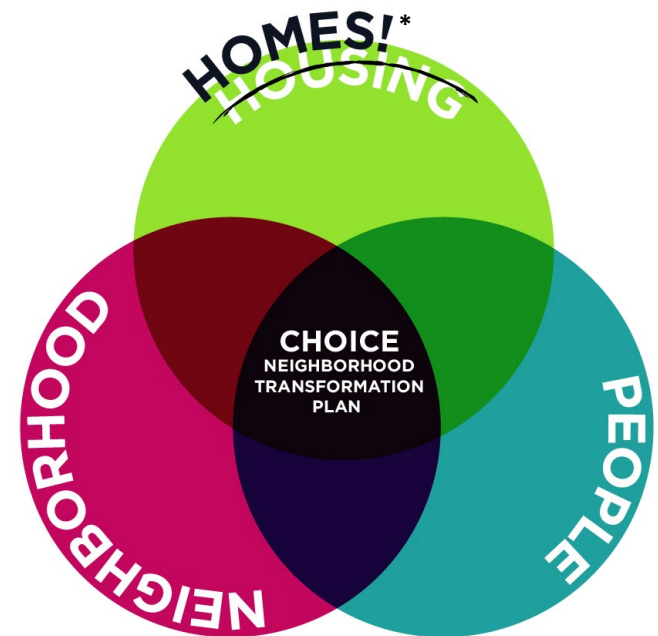
In 2017, the City of Lewiston in partnership with Community Concepts, Inc. (CCI) applied for, and received, a competitive grant from the U.S. Department of Housing and Urban Development (HUD). Funded by HUD's Choice Neighborhood Initiative, the Downtown Lewiston Choice Neighborhood Planning and Action Grant brought much needed resources to Lewiston to develop a community-based comprehensive Transformation Plan for a three-Census Tract Study Area (Tracts 201, 203, 204).

The Study Area encompasses approximately 1.5 square miles including Downtown Lewiston, the historic textile mills and canal system, and the City's oldest residential neighborhoods, plus Bates College, St. Mary's Medical Center, Lewiston High School, and the new Connors Elementary School currently under construction.

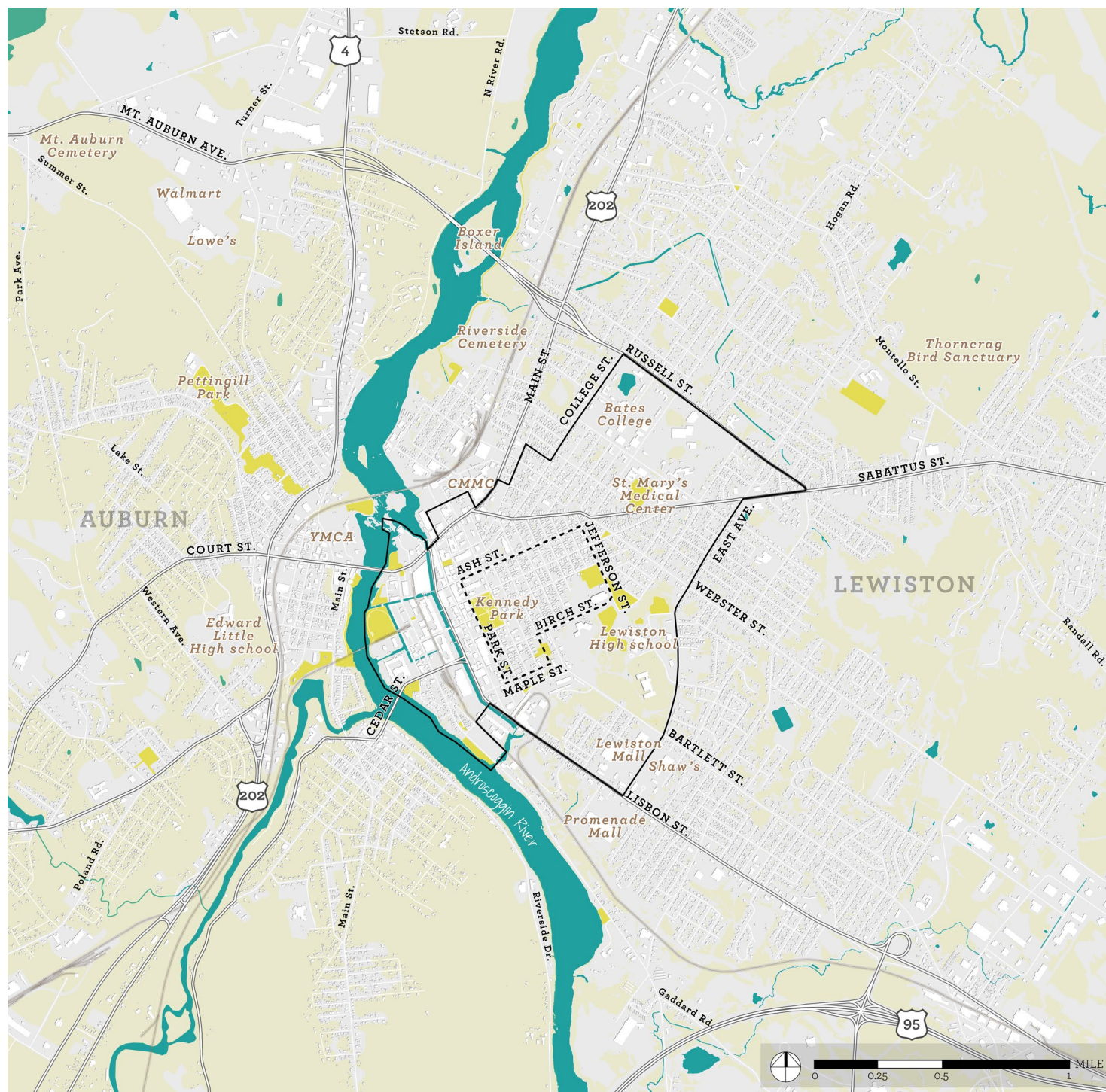
HUD's Choice Neighborhoods Initiative targets holistic transformation in neighborhoods struggling to address the interconnected challenges of distressed housing, poor health, underperforming schools, crime, and lack of investment.

The program seeks to catalyze change in three different areas:

- › **In the lives of People** – the Transformation Plan should aim to improve the education, health, income, and employment outcomes of households living in new Choice-funded homes and elsewhere within designated Choice Neighborhoods
- › **In local Housing and Homes** – the Transformation Plan should aim to replace distressed public and HUD-assisted housing with high-quality mixed-income homes and apartments that are well managed and responsive to the needs and context of the local community
- › **In the Choice Neighborhood** – the Transformation Plan should foster the conditions necessary for public and private reinvestment in distressed neighborhoods, including public safety, a healthy environment, good schools and opportunities for learning, and commercial activity



* The community felt strongly that this report focus on developing **HOMES** for its residents, not simply 'housing'.



CONTEXT

Source: Maine.gov., City of Lewiston

- CHOICE STUDY AREA
- TREE STREETS NEIGHBORHOOD
- PARK
- WOODED AREA
- RIVER
- RAIL

* The Study Area encompasses approximately **1.5** square miles including Downtown Lewiston.

Figure 1. Lewiston-Auburn Area Context Map

The Tree Streets Neighborhood, named for many of its streets, which, in turn, are named for different tree species, lies at the heart of the City and the heart of the Choice Study Area, and it is the Tree Streets that are the key focus of this Transformation Plan. The documented issues in the Downtown Lewiston Choice Neighborhood – among them the disproportionate levels of childhood lead poisoning; concentrated poverty; disinvested housing stock; slow pace of revitalization and rehab; and recent traumas tied to race-related violence and substance misuse – are more pronounced within the Tree Streets.

* **Almost half (49%) of families in the Tree Streets live in poverty, and among families with children, the poverty rate is 62%.**

* **Unemployment is 9%, a rate nearly twice that of the City (5%).**

› **The futures of our People are at risk.**

- › The Tree Streets are home to the highest concentration of children under five in the entire State of Maine. Over two-thirds (72%) of the children diagnosed with elevated blood lead levels citywide between 2013 and 2017 lived in the Tree Streets.
- › Our children attend the second and third worst performing elementary schools in the State of Maine, though Connors Elementary School, a new \$46 million elementary school, will soon open with a larger and more-mixed income catchment area.
- › Almost half (49%) of families in the Tree Streets live in poverty. Among families with children, the poverty rate is 62%.
- › Unemployment is nine percent, a rate nearly twice that of the City (five percent). This number may in fact be much higher, resulting from the suspected undercounting of Lewiston's refugee and immigrant residents; unemployment among recent arrivals is estimated to be much higher among that population.

› **The buildings we call Home are unhealthy and ill-suited for households today.**

- › Almost 80% of our housing units were built prior to 1970 and present risks of lead poisoning, and 67% of our housing units were built prior to 1950; the presence of lead is presumed in these homes.
- › A third of the buildings within the Tree Streets are in Distressed or Failing condition per a recent field survey, coupled with a review of code violations within the past five years.
- › The City has conducted targeted demolition of unsafe structures within the Downtown core, and at least 142 housing units within the Tree Streets were lost over the past 10 years. As a result, vacancy is low. Limited vacancy paired with the growing population and low-incomes of residents means that many households are living in sub-standard, unsafe, and overcrowded conditions because the neighborhood lacks quality, safe, affordable housing.
- › The 41-unit Maple Knoll Apartments building, the target property for this Choice planning effort, is within the Tree Streets Neighborhood, and is severely distressed.
- › Though revitalization efforts are visible along Lisbon Street and in the Bates mill complex, market activity has yet to take root in the Tree Streets. The Tree Streets' housing market requires aggressive, disruptive intervention.

› **Our Neighborhood is full of potential, but we struggle day-to-day with real issues.**

- › Neighbors organized through the Healthy Neighborhoods Planning Council are working to clean and beautify the neighborhood, increasing pride, stewardship, safety, and access to fresh healthy food as we reclaim and reprogram vacant lots.
- › In general, our neighborhood is relatively safe, with low incidents of crime that become amplified by negative press coverage. However, criminal activity and violent crime in the Choice Neighborhood Study Area is concentrated in the Tree Streets, contributing to negative perceptions as well as concerns among neighbors about public safety.
- › We are diverse, and many in the community cherish our diversity, but racism and fear persist alongside a commitment to tolerance and love. Our beloved Kennedy Park was the site of recent violence, trauma, and tragedy triggered by racial tensions, and we know our work toward unprecedented inclusion is complex and ongoing.

Recent planning efforts by the City and Downtown neighbors, complemented by ongoing grassroots efforts by residents and partner organizations through the Healthy Neighborhoods Planning Council have all recognized the intersection of need and opportunity in Lewiston's Tree Streets. The Choice Neighborhood Initiative creates a real opportunity to change the trajectory of our Tree Streets Neighborhood, and that of Downtown Lewiston and the City as whole. This Choice Neighborhood Initiative Transformation Plan is a blueprint for change in Downtown Lewiston's Tree Streets Neighborhood. It synthesizes a robust, community-led initiative to establish a shared vision, guiding principles, and strategic recommendations for revitalization that will help Grow Our Tree Streets into a neighborhood of choice – a place where anyone would choose to live, and, importantly, where existing community members will want to stay.

Growing Our Tree Streets documents pressing neighborhood needs grounded in data and affirmed by the lived experiences of neighbors. It responds with critical community improvements that will result in a healthier living environment, quality homes, safe streets, pathways for residents to thrive, and stronger community ties. The plan was informed by an inclusive and transparent community planning process that has involved a diverse group of residents and stakeholders; a real estate market analysis; thorough research; and assessments of available resources and capacity for implementation.

Growing Our Tree Streets includes early action recommendations for the near-term, but ultimately, the plan will be implemented over the course of a decade or more, requiring sustained energy and investments from the City of Lewiston, Androscoggin County, the State of Maine, philanthropic partners, local institutions, service providers, residents, property owners, small business owners, and others. The following chapters describe the planning process, existing neighborhood context, a shared vision for the future, action strategies, partners, funding sources, and an implementation structure required to achieve the vision. Additional information is included in a series of appendices detailing the community engagement, needs assessment, administrative data, market study findings, and proposed development schemes.

SUMMARY OF PLANNING PROCESS & COMMUNITY INVOLVEMENT

ROLES OF CO-APPLICANTS & KEY PARTNERS

The Downtown Lewiston Choice Neighborhood Transformation Plan process was a truly collaborative effort, requiring the dedication, commitment, and diverse expertise of many partners.

The City of Lewiston was the lead applicant for the grant, with Community Concepts, Inc. (CCI) as co-applicant. The City worked closely with the local community, and managed the consultant team hired to develop this plan.

Community Concepts, Inc. (CCI) is a local provider of housing, economic development, and social services. CCI spearheaded the needs assessment and People Team, and hired additional staff to serve as Family Advocates. These Family Advocates work directly with Maple Knoll residents, guided them through this planning effort, and will continue working with them through its implementation.

The Healthy Neighborhood Planning Council (HNPC) is a coalition of local residents and community organizations already organized and hard at work to transform the Tree Streets Neighborhood before Lewiston received a Choice Neighborhood Planning and Action Grant. HNPC served as the governing body for the planning effort, embracing the role of steering committee and grounding the planning process in the Council's core values of inclusiveness and relationship building.

Lewiston-Auburn Community Housing, Inc. (LACH) and **Lewiston Housing Authority (LHA)** both served on the Leadership Team and will be essential partners in implementing this plan. LACH,

an affiliate non-profit of CCI, is deeply rooted in the Tree Streets, with neighborhood representation at the Board level. As a HUD-certified Community Housing Development Organization, LACH has local experience in developing affordable housing for low- and moderate-income persons. As a HUD High-Performing Agency, the LHA has housing management experience unmatched in Lewiston.

As a result of the Choice planning process, LACH and HNPC have executed a Memorandum of Understanding (MOU) whereby HNPC will nominate, subject to CCI's approval, at least one-third of LACH's Board of Directors over the next five years. These seats will be filled by residents of the Choice Neighborhood Study Area, low-income residents of the community, and/or elected representatives of low-income neighborhood community-based organizations, who together will ensure that investments and development in service of plan implementation are true to the community's vision and in the community's best interest.

The **John T. Gorman Foundation** has generously supported the Choice Neighborhood Transformation Planning effort through the dedication of staff time and research, resources for early implementation activities, and the financial support of project experts retained to advise on Choice planning, capacity building, and implementation efforts.

And, importantly, the **Tree Streets Residents and Community Members** who have given generously of their time and ideas to shape this plan for our neighborhood.

About the Healthy Neighborhood Planning Council

The Healthy Neighborhoods Planning Council emerged in 2013 and has grown from a group of individuals interested in working on the health of the Lewiston-Auburn urban core through inclusive, community-driven practices to an organized, grant-funded coalition with a specific focus on Lewiston's Tree Streets Neighborhood and deep ties throughout all groups in the community.

In April 2018, Healthy Neighborhoods network named its primary objective for the following two years as overseeing the development and implementation of a Tree Streets Neighborhood Transformation Plan

Through our trainings, research, and initial community engagement efforts (278 conversations in eight languages, to start) over the past five years, we have come to define a Healthy Neighborhood as one that offers:

- › Affordable, safe, and lead-free housing
- › Access to medical care, healthy food and nutrition education, and safe places to exercise and play
- › Available employment and training
- › Places and ways to nurture social connections and access social supports

This is what we are working toward in Lewiston's Tree Streets.



The Healthy Neighborhoods network comprises its Planning Council, Advisory Group, Teams, and the larger community.

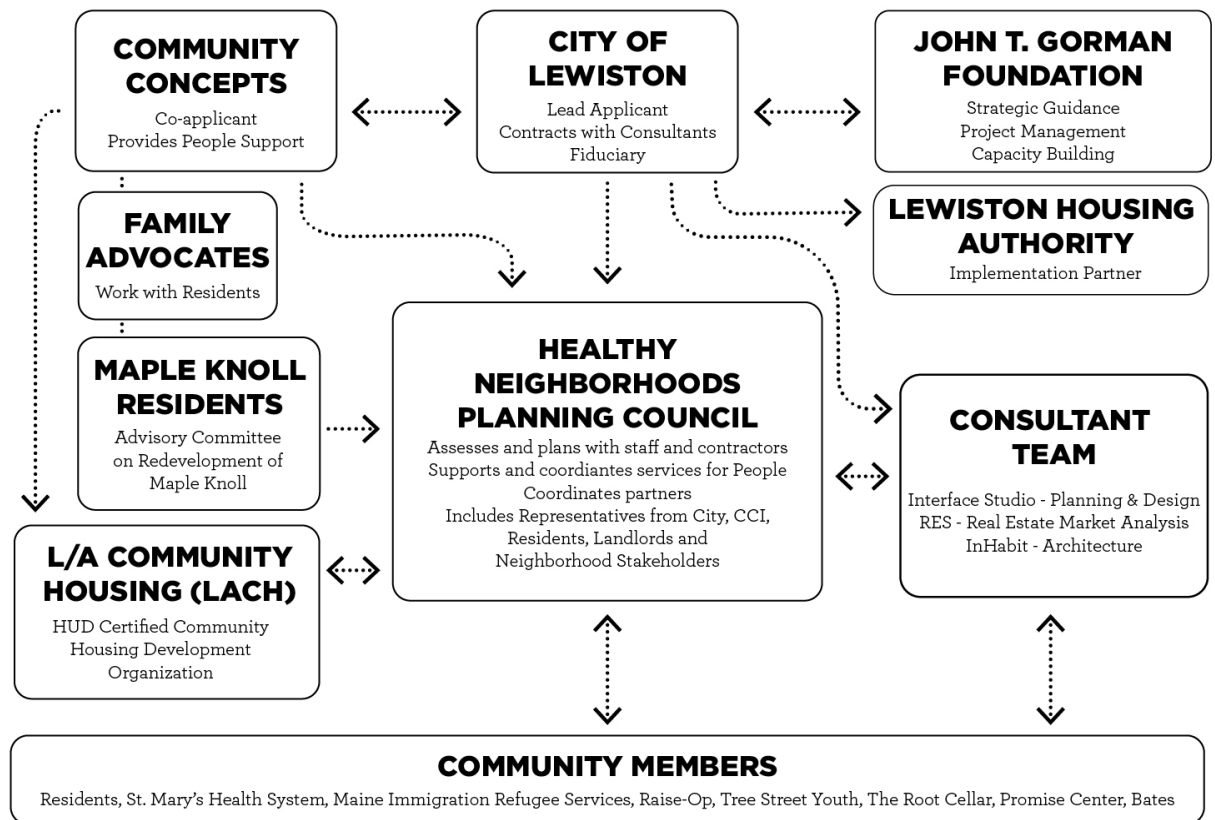
Planning Council: an intentionally diverse board of voting representatives responsible for decisions, administrative tasks, developing outreach strategies, monthly attendance, finding funds, and drafting the plan.

Advisory Group: an unlimited number of interested people who meet quarterly with the planning council and attend planning council meetings as able. Responsible for outreach, engaging the broader community, and informing decision making and plan content.

Community: all of the people, businesses, organizations and people that live, work, play, or learn in the urban core of Lewiston-Auburn.

Throughout the planning process, HNPC had the benefit of a paid Network Organizer who supported the day to day work and kept plans and projects moving forward. We have a very active sub-committee structure – our small-group teams who meet often (sometimes weekly!) and have been critical to the Choice Neighborhood planning effort.

Online at: www.growingourtreestree.com



COMMUNITY OVERSIGHT AND STRUCTURE

Residents and community members in the Tree Streets Neighborhood and broader Choice Neighborhood Study Area participated in the planning process in many ways, from attending public events to working hand-in-hand with fellow neighbors and the planning team to draft Growing Our Tree Streets. The following groups played important leadership roles:

The **Maple Knoll Resident Advisory Group**, supported by CCI Family Advocates, included Maple Knoll residents who met monthly throughout the planning process to advise on the development of the Transformation Plan and address concerns and opportunities for the redevelopment of Maple Knoll. Maple Knoll residents built trusting relationships with CCI Family Advocates and participated in conversations about their existing housing concerns and future housing needs to inform designs of new Choice-funded homes. Through the process, residents grew more familiar with the opportunity of Choice, with the goals of the planning process, and other engaged community members.

A small team of neighbors served as Community Liaisons in a Community Action Research effort designed to train local leaders to facilitate conversations with other neighbors. Because the Liaisons are trusted community members, they were able to spread the word about this plan with family and friends who may not otherwise have known about the Choice Neighborhood planning effort underway, or who may not have been inclined to participate. They also worked to familiarize neighbors with the Healthy Neighborhoods organization, meetings and events.

While the Healthy Neighborhoods Planning Council served as the steering committee of local residents and stakeholders shepherding the planning process, the Council's small-group teams took ownership of different aspects of plan development:

- › **The Community Engagement Team** coordinated outreach and engagement activities, distilled the project's messaging, and ensured broad and deep participation by residents and community stakeholders representative of the neighborhood's diverse population.
- › **The People Team** worked closely with CCI leadership and Family Advocates and Bates College faculty to develop the Needs Assessment with Maple Knoll residents, and a parallel survey among other Tree Streets residents; organized and facilitated the Maple Knoll Resident Advisory Group, and crafted People strategies aimed at improving the health, education, employment, and income outcomes of households living in the Choice-funded homes and elsewhere in the neighborhood.

- › **Neighborhood Development Team** (NDT) worked closely with the planning and design consultant team on data collection, analysis, and the development of the strategies that populate the plan. The NDT also supported community engagement efforts through targeted outreach. Members of the NDT also helped establish the framework for plan evaluation by determining the data and metrics to track over time in order to measure progress.
- › With representatives of the City, CCI, and the John T. Gorman Foundation, as well as participation by HNPC, LACH representatives, and Lewiston Housing Authority, the **Leadership Team** worked throughout the planning process to ensure the grant objectives were being met and to lay the ground work for implementation efforts.

Last, but certainly not least, Growing Our Tree Streets would not have been possible without help from the talented team of **multi-lingual community interpreters** who worked with HNPC and the planning team to develop meeting materials and facilitate conversations in many different languages, including English, French, Portuguese, Somali, Swahili, and Arabic, among others. The local team of translators ensured that voices often left out of planning processes were heard and heard clearly.



Neighborhood residents at one of the Mapping Workshops.

SCHEDULE

The Growing Our Tree Streets plan marks the conclusion of a year-long community planning process to develop a transformation plan for the Downtown Lewiston Choice Neighborhood Study Area, but in truth, grassroots efforts to transform the Tree Streets into a neighborhood of choice have been well underway for years.

In February 2018, the U.S. Department of Housing and Urban Development (HUD) awarded a \$1.3 million Choice Neighborhoods Planning and Action Grant to the City of Lewiston in partnership with Community Concepts, Inc. (CCI).

Pre-planning efforts began swiftly, as the City, CCI, and the Healthy Neighborhoods Planning Council (HNPC), got to work organizing teams, inviting participants, and establishing a meeting schedule. HNPC initiated a shared-gifting project to re-energize community organizing and capacity building efforts in preparation for the Choice-funded planning and implementation work to come.

Through the shared-gifting project, residents and community organizations developed ideas for beautifying the neighborhood, pitched their ideas among other applicants, and together made decisions about which projects to fund. The 2018 shared-gifting investment, funded through philanthropic donations from the John T. Gorman Foundation and Maine Health Access, among others, totaling \$69,000 across 11 projects. These included the creation of the Heart and Soil Garden, a new backyard-scale green space for community events called the Pop Up Garden (or PUG), colorful new trash bins hand-crafted by neighborhood youth, and a community art installation on Blake Street. This was all made possible through the work of over 100 volunteers of all ages, from teens at the Root Cellar to neighborhood elders.

In the midst of this momentum and energy, the project partners formally launched the Choice Neighborhood Planning process, hiring a team of real estate market analysts, city planners, and architects to work with local residents and leaders to develop the Transformation Plan.

The planning process unfolded between April to April, 2018 to 2019, with three main phases of work, all of which are documented in the Growing Our Tree Streets Neighborhood Transformation Plan:

› **Understanding the Existing Conditions** – The first phase of the project focused on data collection. The consultant team conducted interviews and a parcel-by-parcel field survey, as well as a thorough analysis of available datasets from demographics to transportation, crime to code violations. HNPC complemented these efforts by hosting a series of mapping workshops with community residents to learn about:

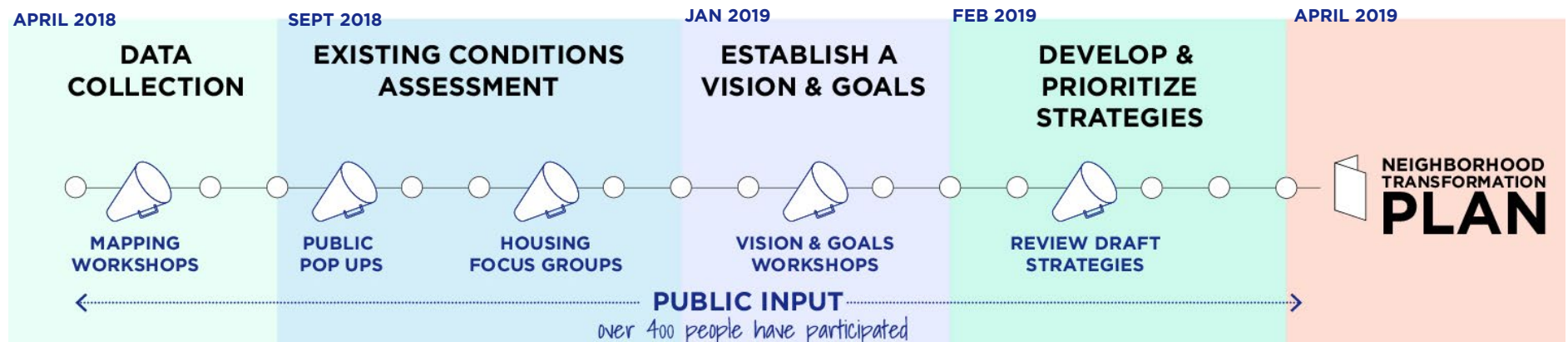
- › Where people live
- › Where people shop for groceries and other basic goods – and how they get to those destinations
- › Where people go for medical care
- › Where people feel safe in the Tree Streets neighborhood, and why
- › And, conversely, where people do not feel safe, and why

Data entry and analysis by faculty at Bates College and Neighborhood Development Team members allowed for an assessment of quantitative data alongside qualitative information. CCI undertook the Needs Assessment with residents of Maple Knoll Apartments and worked with Bates College faculty to develop a short-form neighborhood survey tool to help understand the population of Maple Knoll in the context of the broader neighborhood's population.

› **Establishing a Vision, Goals, and Guiding Principles** – With a clear understanding of the existing conditions in the Choice Neighborhood Study Area and the issues and opportunities of the Tree Streets, the second phase of work focused on visioning. This pivot from thinking about how the neighborhood was in the past and is today to how it will be the future was a collaborative effort, undertaken with care and intention by community members and the consultant team. To support the forward-looking vision for the neighborhood and frame the strategies that comprise the plan, community members drafted a series of goals and guiding principles that establish shared values and ground rules for future change.

› **Developing Strategies and a Plan for Implementation** – The third phase of work focused on developing the action strategies for change. The strategies respond to the issues and opportunities identified during the analysis of existing conditions and reinforce the community’s vision and goals for the future. Some of the strategies are immediately achievable and others may take years or decades to complete. The implementation plan identifies phasing, key partners, probable funding sources, and measurable outcomes and objectives to track change over time.

With the plan now complete, we shift our focus to bringing our shared vision for the Tree Streets to reality.



A COMMUNITY-LED APPROACH TO PLANNING IN THE TREE STREETS

Growing Our Tree Streets is the result of a community-led planning process, defined by a robust and inclusive engagement and outreach effort spearheaded by HNPC's Community Engagement and Neighborhood Development Teams.

Over 400 individuals speaking over eight languages lent their voice and vision to the planning effort. Participants included life-long Lewiston residents and recent newcomers, Maple Knoll residents and neighbors from throughout the Choice Neighborhood Study Area, business owners, community organizations, City staff, elected officials, advocates, property owners, investors, foundations, local youth, people experiencing homelessness, and currently incarcerated women who will re-enter the Tree Streets community.

With a commitment to unprecedented inclusion in this incredibly diverse pocket of Maine, each community event and opportunity for input was carefully designed and facilitated to be meaningful and fun, relevant and accessible to people with different language and literacy competencies. In addition to the formal community oversight of the process through the Maple Knoll Resident Advisory Group and HNPC's team structure, there were multiple forums for involvement in the planning process, as described below. See Appendix I for a full record of who participated and what we learned. Additional summaries of public input are interspersed throughout the plan.

› Interviews

The consultant team conducted 27 stakeholder interviews to ground the existing conditions analysis in the insights and experience of a wide range of perspectives in the summer of 2018. Interviewees shared their history in the neighborhood, their local knowledge, their thoughts on the current needs, and their hopes for the future.

› Mapping Workshops – Spring/Summer 2018

HNPC hosted nine community mapping workshops between March and July 2018, asking the community to provide insight on what it is like to live in the Tree Streets. In all, 150 residents and stakeholders participated, including Maple Knoll residents, seniors at Bates Street Housing, youth at Tree Street Youth and teens at Take 2 Youth Build, immigrants/asylum seekers/asylees/refugees at the Immigrant Resource Center of Maine, as well as the broader community. First, participants provided input on maps about where they go for food or groceries, how they get there, and what the quality is. Next, they identified where they go for medical care and for what services. After a discussion of access to medical care, they identified problematic housing in the neighborhood, and places or streets that they avoid due to concerns about public safety of illicit activity. Finally, participants identified community assets and streets where they prefer to walk.

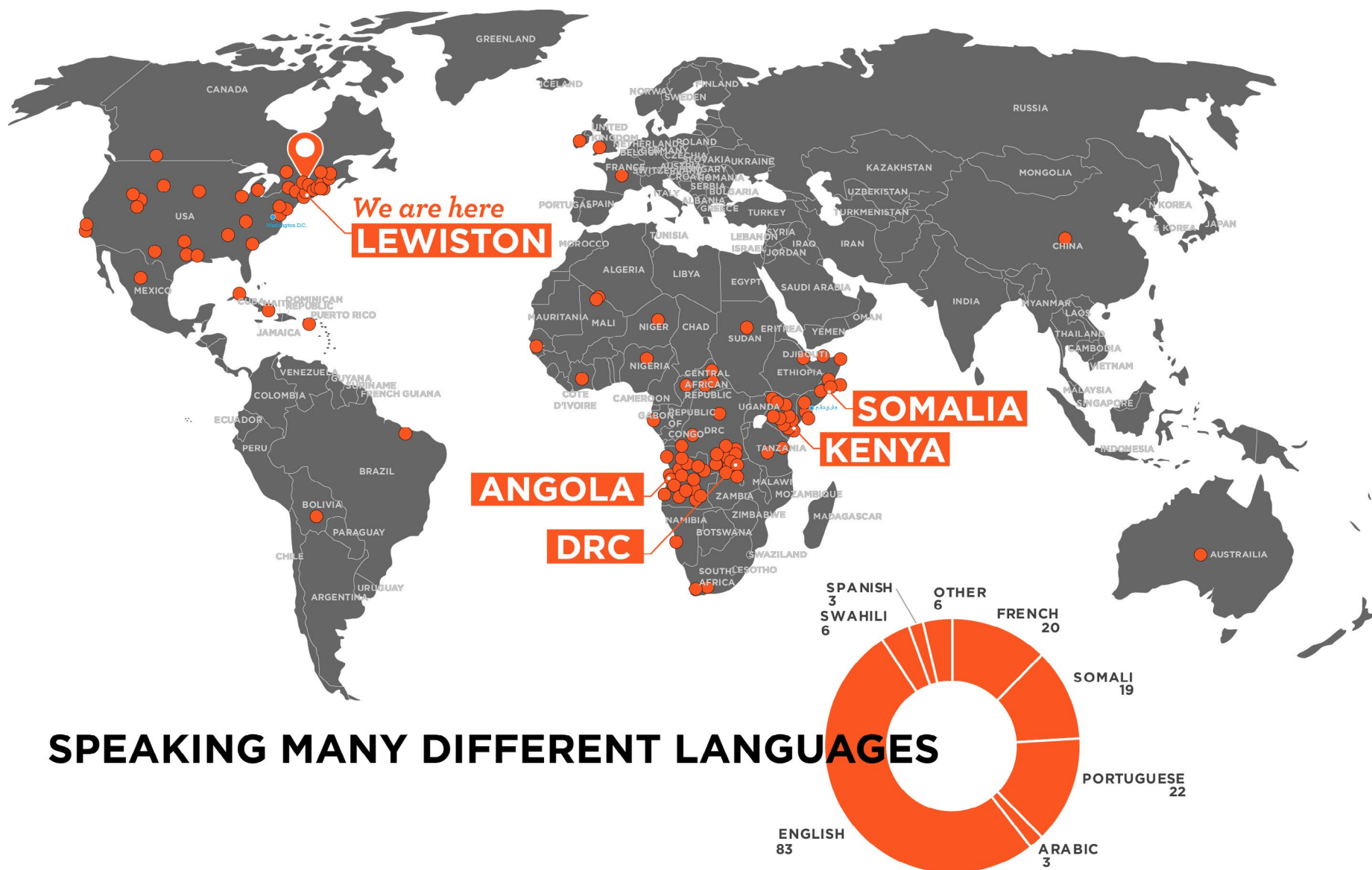


Figure 2. Sign-In Results from September Public Forums, participants indicated where they were born on a world map

› **Public Forum 1 – September 2018**

To maximize neighborhood participation and build awareness about the Choice Neighborhood planning effort, the consultant team in collaboration with the Neighborhood Development Team hosted three pop-up events across the neighborhood. The open house-style format encouraged people to stop by at a time convenient for them, and a series of interactive stations translated in French, Portuguese, and Arabic invited participants to learn a bit about their neighborhood from the analysis of existing conditions and mapping workshops and to share information about their priorities for the future. Over the course of three days, over 160 people from across the neighborhood and around the world weighed in.

› **Housing Focus Groups – December 2018**

At least 95 different neighbors and community members attended one of seven small-group sessions and a public meeting focused on housing features and urban design for new infill development. The planning team hosted a different session for each of the following groups: Maple Knoll residents, Portuguese-speaking residents (mostly from Angola), French-speaking residents (mostly from the Democratic Republic of the Congo and French-Canadian heritage), Somali-speaking residents, parents, local landlords, and neighborhood leaders.

The public meeting and the focus groups followed a similar format: after a short overview of the project, participants completed an illustrated short survey on preferred interior and exterior design features for newly constructed infill homes and apartments. Next, the consultant team shared images of different housing typologies and invited feedback about each – which scale and styles people liked best, which architecture and urban design features would work in the neighborhood, which would not, and why. The input from these sessions informed the plan's Housing strategies, in particular.



› **Targeted Outreach by Community Members – Winter 2019**

To round out the public input and ensure that groups who were not able to attend previously scheduled events were able to provide input in the planning process, the Neighborhood Development Team interviewed 25 local businesses and five homeowners, a group of neighborhood youth, and a group of people experiencing homelessness. These conversations occurred as the plan's strategies were emerging, and the input informed the Neighborhood and People strategies, specifically.

› **Public Forum 2 – March 2019**

Toward the end of the planning process, the consultant team with support from the Neighborhood Development Team hosted two open public forums. Across two days, 81 people signed in; 50% were new to the planning process, reaching still more residents in the community. As in the first round of public forums, these sessions were designed to encourage one-on-one conversation at a series of interactive stations.

To help people get oriented, the first station asked where participants live or work, and then how long they have been in Lewiston. The second station invited people to read the plan's vision statement and identify the themes that resonate most with them by selecting a sticker with one of several different phrases, in the language of their choice. The third station asked

what kind of homes participants would prefer to live in. The results align with the input from the housing focus groups; the Tree Streets need to provide a mix of options for households of different sizes and incomes, including larger format homes for families with many children. The remaining stations presented strategies tailored to health, youth in the neighborhood, access to jobs and pathways to thrive, and community building and beautification efforts. Each of these stations asked if the ideas presented respond to the needs of the community, and for the most part, residents expressed enthusiastic support. For each topic, participants identified which of the proposed ideas would transform the Tree Streets the most, for them personally, and for the community as a whole.





› Ongoing Community Events

To jump start implementation, HNPC has organized regular events to build community organization and capacity. Monthly, community volunteers have signed up to host a community dinner, free and open to all. The dinners are a low-barrier entrance point where community members can learn about the work of HNPC and projects underway throughout the neighborhood. The dinners are intended to be fun and conversational and showcase different local food available in the area. Approximately 150-200 residents have come together to share food and conversation during these sessions.

As this phase of the planning process comes to an end, two additional early action items have concluded or are underway:

› A Trash Amnesty and Education Event was held on May 3rd & 4th, 2019 during which neighbors conducted a deep clean of the neighborhood. The event permitted neighbors to dispose of items not typically allowed in normal waste streams, or that required a vehicle to take to the transfer station on the other side of the city. In the end, over 31.5 tons of trash were removed from the neighborhood. This work jump-started a spring-cleaning process, to get people excited about and more invested in cleaning up the neighborhood.

› A third round of shared-gifting projects is underway to maintain the momentum, positive energy, and commitment to sustained neighborhood improvement efforts now that the plan is complete. Sixteen projects were selected, including public art supporting creative gateways to the Tree Streets that will bring eight creative crosswalks, fun designed hydrants, one large mural, colorful waste bins, and positive multi-lingual signage and banners to the neighborhood. Additional projects will create new inviting public spaces, while others make use of existing public space.

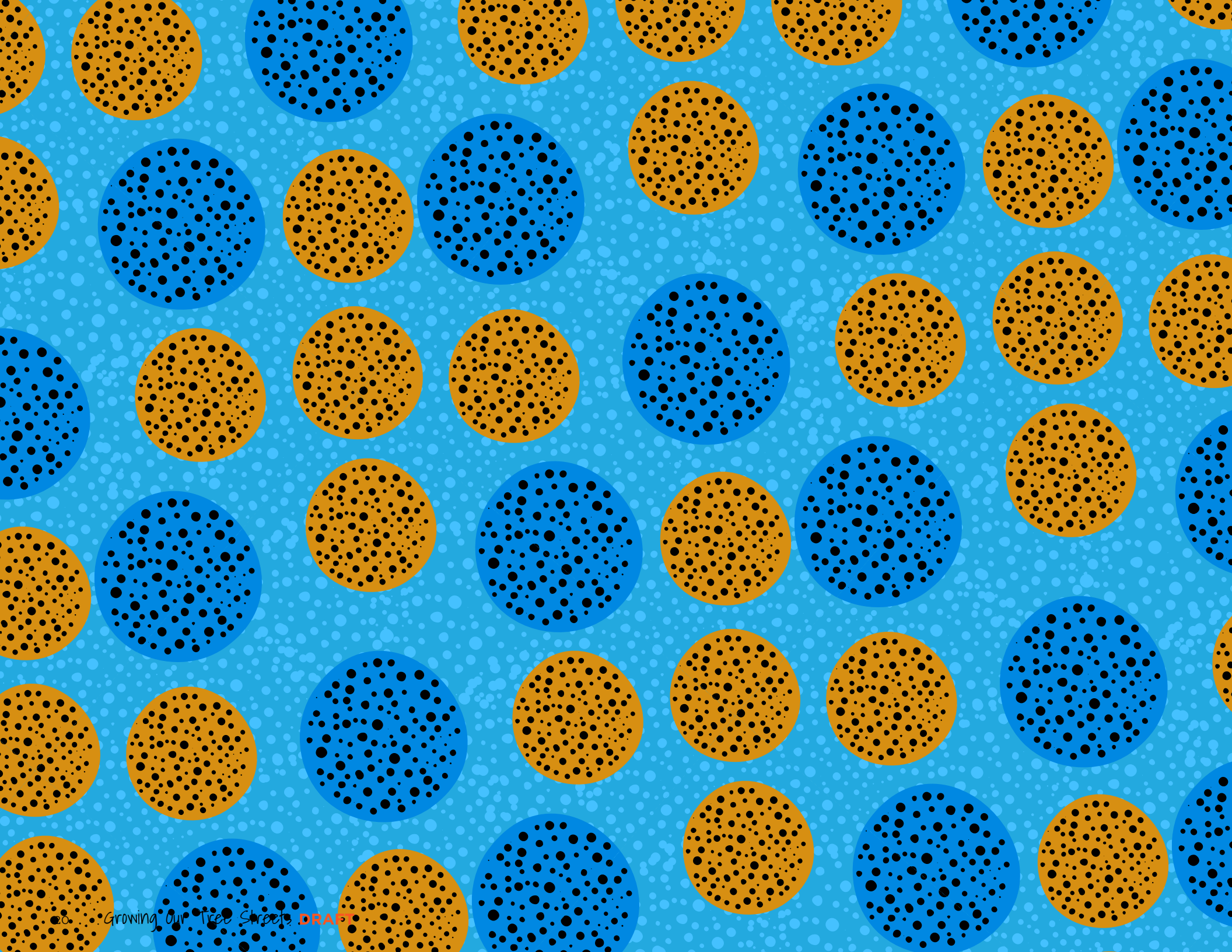
IT HAS BEEN A BUSY, PRODUCTIVE, AND INSPIRING YEAR...



*Volunteers working together at Trash Amnesty event:
Landlord, Take2 Youth Build Student, New Mainer, Root
Cellar Employee, Lifelong Lewiston Resident*

SO, WHAT HAVE WE LEARNED ABOUT OUR NEIGHBORS AND NEIGHBORHOOD?







II THE TREE STREETS, TODAY

-
- CONTEXT & TARGET NEIGHBORHOOD
 - HISTORY
 - NEIGHBORHOOD DEMOGRAPHICS
 - CURRENT NEIGHBORHOOD CONDITIONS
 - FINDINGS FROM MARKET STUDIES

* Lewiston is the **second largest** city in Maine.

* Lewiston is only **45 minutes** away from Portland and **40 minutes** away from Augusta.



CONTEXT & TARGET NEIGHBORHOOD

LOCATION AND REGIONAL ACCESS

The State of Maine's first Choice Neighborhood Study Area is located in the City of Lewiston. With a population of over 36,000 residents, Lewiston is the second largest city in the state, located 40 miles north of Portland and 35 miles southwest of the state capital in Augusta.

Lewiston's Choice Neighborhood Study Area comprises a three Census Tract area (Tracts 201, 203, and 204) situated at the western edge of Lewiston, directly across the Androscoggin River from the neighboring City of Auburn. Together, Lewiston and Auburn with approximately 60,000 people, form the urban core of Androscoggin County.

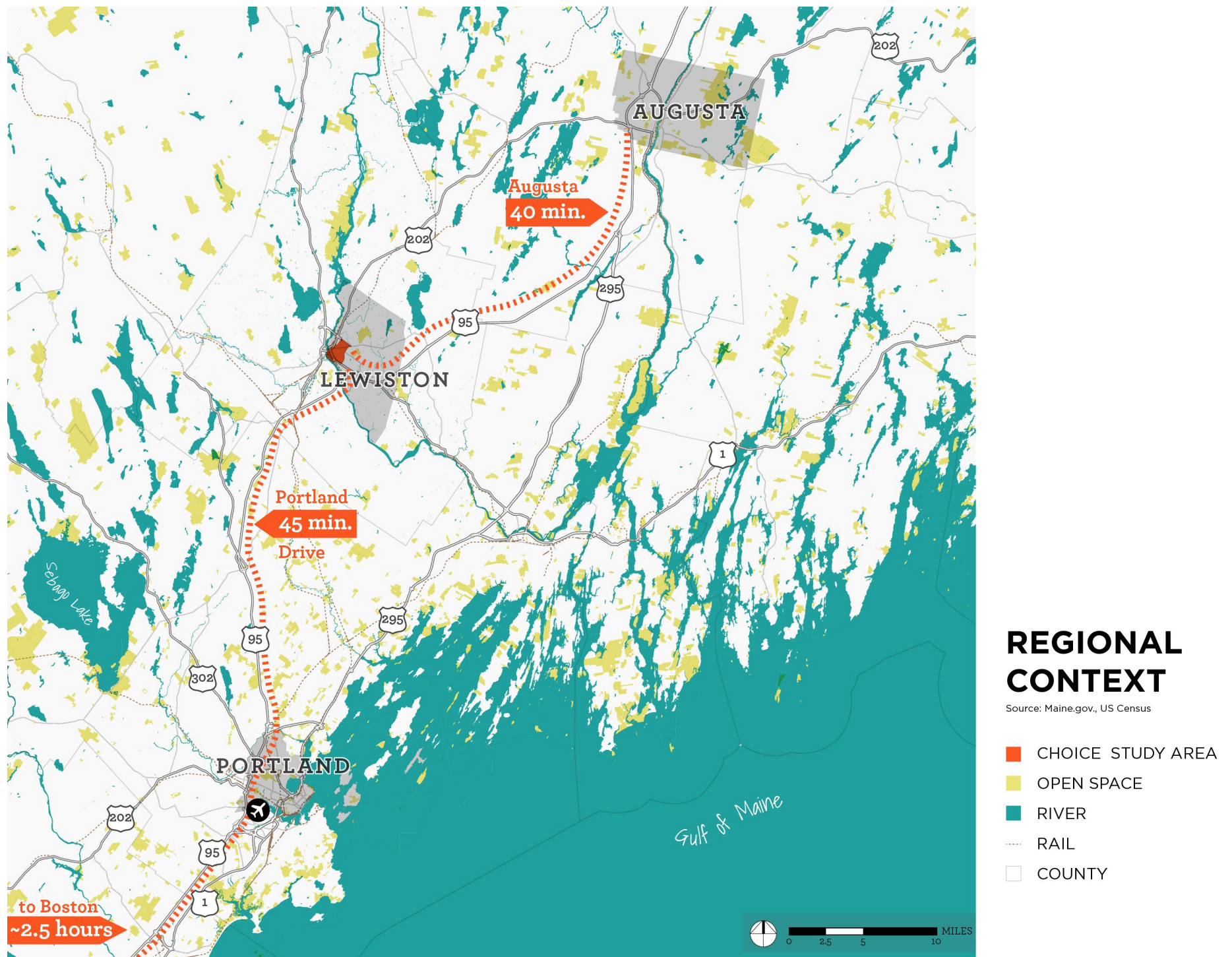
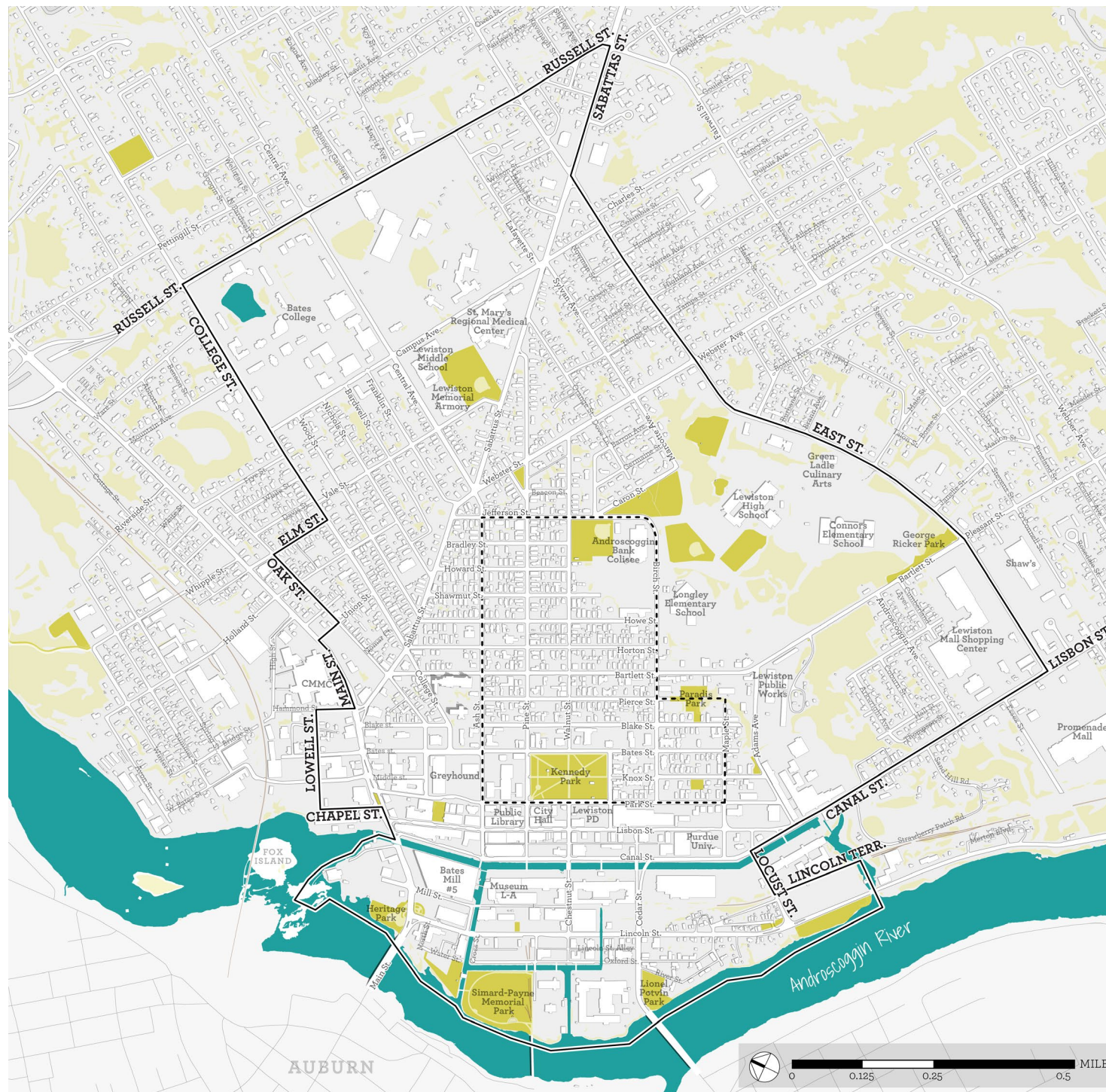


Figure 3. Context Map of Lewiston in relation to other major cities in Maine



CHOICE NEIGHBORHOOD STUDY AREA

The Choice Neighborhood Study Area encompasses approximately 1.5 square miles including Downtown Lewiston, the historic textile mills and canal system, and the City's oldest residential neighborhoods, plus Bates College, St. Mary's Medical Center, Lewiston High School, and the new Connors Elementary School currently under construction.

Auto-oriented retail at the Lewiston Mall, Promenade Mall, and Shaw's shopping center meet the southern edge of the Choice Neighborhood Study Area. The Central Maine Medical Center (CMMC) on Main Street sits just outside of the Study Area, and Auburn's Downtown mirrors Lewiston's, directly across the River from the Study Area. Located in such close proximity, Lewiston and Auburn share many resources including institutions and social services.

STUDY AREA

Source: City of Lewiston

- CHOICE STUDY AREA
- TREE STREETS NEIGHBORHOOD
- PARK
- WOODED AREA
- RIVER
- RAIL

Figure 4. Choice Neighborhood Study Area and Tree Street Area

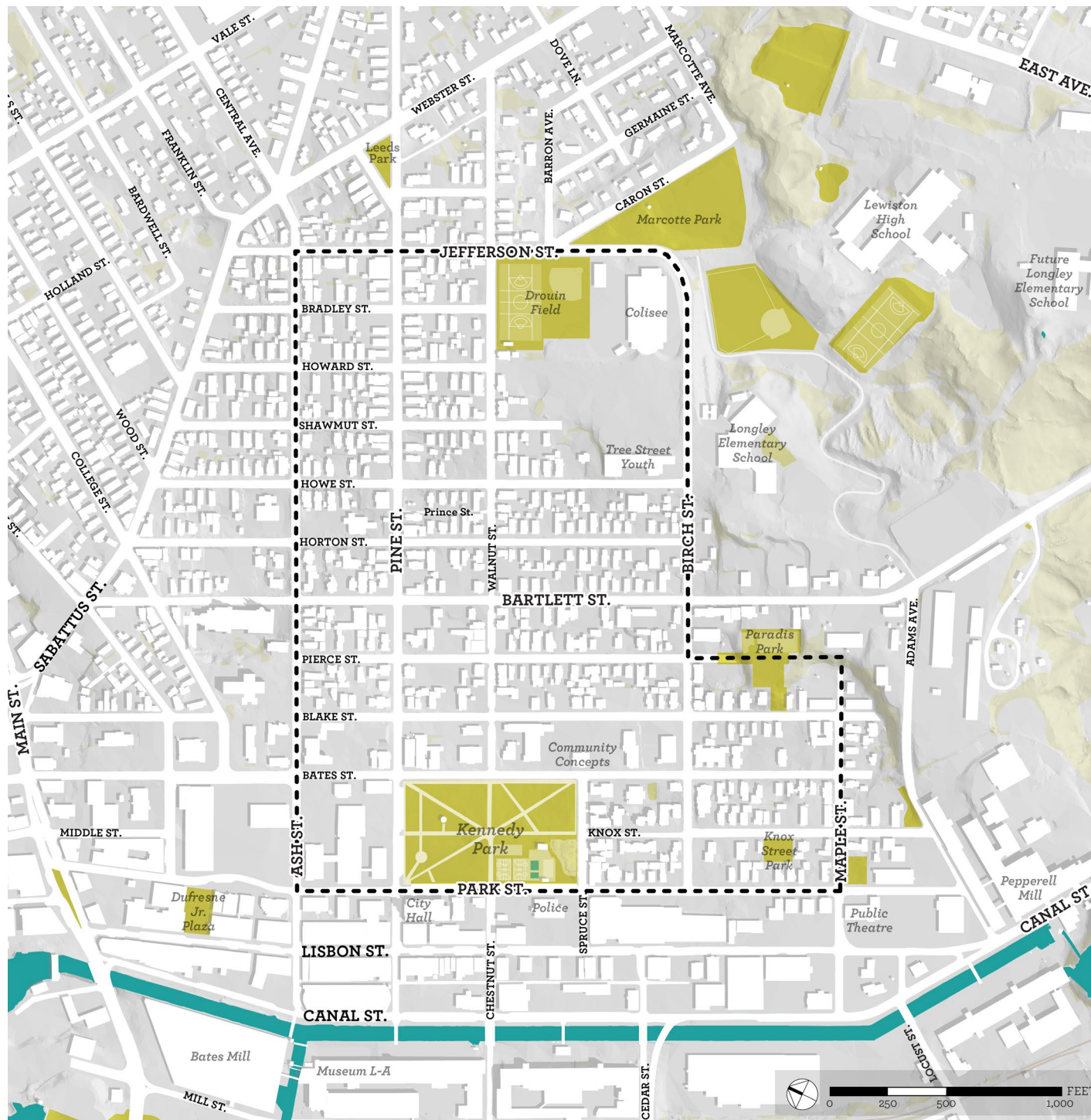


Figure 5. Tree Streets Neighborhood Boundary

TREE STREETS NEIGHBORHOOD

The Tree Streets Neighborhood is a residential area within Downtown Lewiston; many of its streets are named after different tree species. Bound by Park Street to the west, Ash Street to the north, Jefferson Street to the east, and Birch and Maple streets to the south, the neighborhood is home to one of the most diverse communities in the State of Maine. This Transformation Plan focuses on this 30-block area, home to lifelong Lewiston residents and “New Mainers” from more than 30 nations around the world – many from Eastern and Central Africa.

The Tree Streets Neighborhood lies at the heart of the City; a commitment to transforming the Tree Streets represents a commitment to the City Lewiston and a recommitment to the City’s history and historic center.

TREE STREETS NEIGHBORHOOD

Source: Interface Studio

- TREE STREETS NEIGHBORHOOD
- PARK
- WOODED AREA
- WATER

HISTORY

DEVELOPMENT OVER TIME¹

The history of our community is closely intertwined with the history of the Androscoggin River, which serves as its central artery. For the indigenous peoples of Maine, the Wabanaki, the Androscoggin provided an abundance of fish and a fertile floodplain that supported the cultivation of staple crops including corn, beans, and squash. In addition to providing good soil and good fishing, the steep gradient of the river attracted European settlers and investors who came to this area in the eighteenth century hoping to put its tremendous power to work for industry.

The Town of Lewiston was incorporated in 1795, and the power of the Androscoggin River was quickly harnessed, with the first canal being completed in 1809. In 1836 local entrepreneurs organized a company to build dams, canals and mills, but they lacked the capital to achieve their goals. In the early 1840s, investors from Boston, including Benjamin E. Bates, financed the construction of the canal system as it is known today and several textile mills. Settlers steadily came. The first textile mills were founded by the Franklin Water Power Company. Bates Mill, which later became the largest employer in the state, was founded in 1855. It was especially prosperous during the Civil War, thanks to the stockpiling of slave-picked cotton early on in the war, which drove rapid population growth between 1860 and 1880. The late 1800s to mid-1900s was the City's manufacturing heyday – boasting 10 active textile mills with more than 10,350 employees manufacturing blankets, cotton, wool, rayon, and rubber and undertaking silkscreen, bleaching, and dying in addition to weaving. The mills were famous for bedspreads made on jacquard looms.

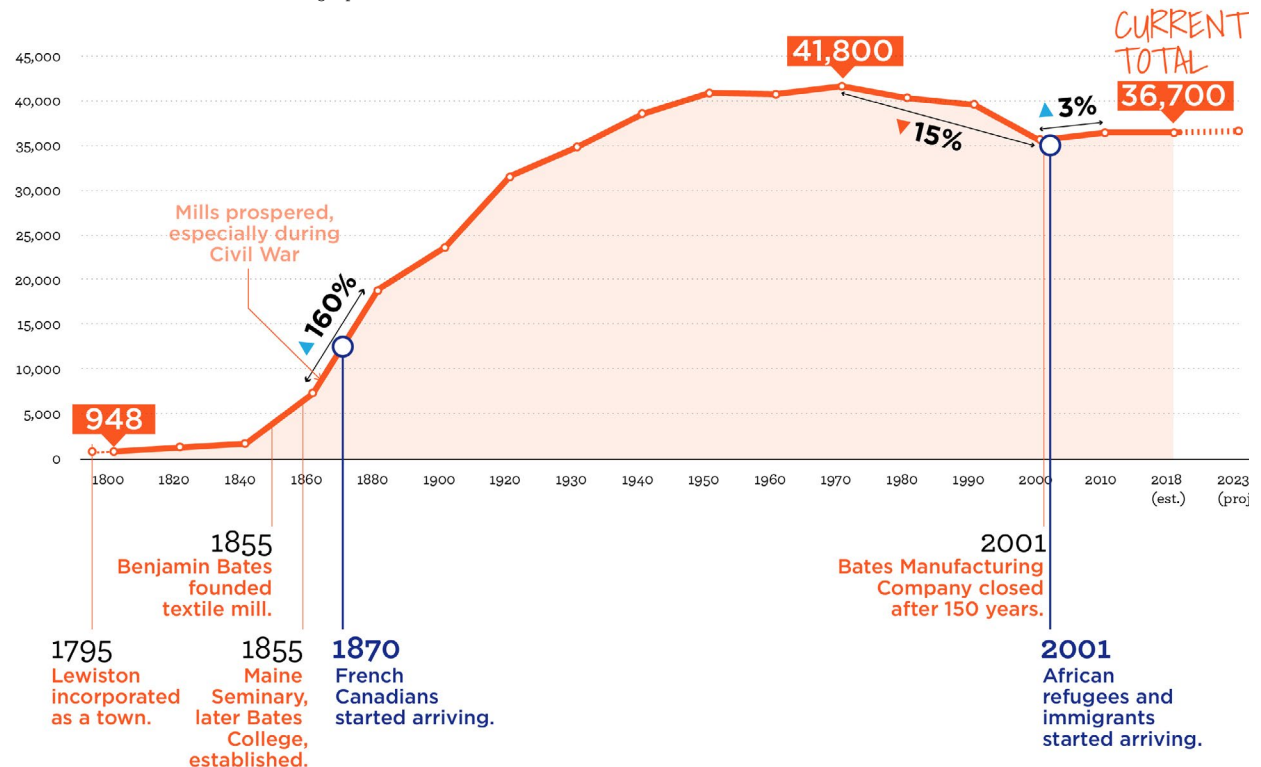
People from all over the world came to Lewiston to work the mills. Mill owners constructed tenements surrounding the mills to house them. The City's layout quickly grew into the compact, walkable city that we know today. Lisbon Street and Main Street grew as the City's commercial center in the mid-nineteenth century. Kennedy Park was built by Franklin Water Power Company for employee recreation. Then called City Park, it was deeded to the City in 1868. The park included one of Maine's earliest Civil War monuments, an ornate bandstand, and a tiered fountain. The bandstand has been

the center of political rallies, musical events, and festivals since the park's beginning. In 1963 the park was renamed for John F. Kennedy, who spoke there before his presidential election.

Population growth continued through 1950, with the population surpassing 40,000 people, and holding steady until 1990. From the early 1990s through 2001, competition from the South and abroad led to the closure of most of the textile mills. The Bates Manufacturing Company closed in 2001 after 150 years. Population loss, which had started slowly,

Figure 6. Population Change

Source: Museum L-A, Ribbon Demographics via RES, Census 1970, 1980, 1990, and various others.



¹ Information on Lewiston's history heavily informed by permanent exhibits at Museum L-A, with additional input from Bates faculty.

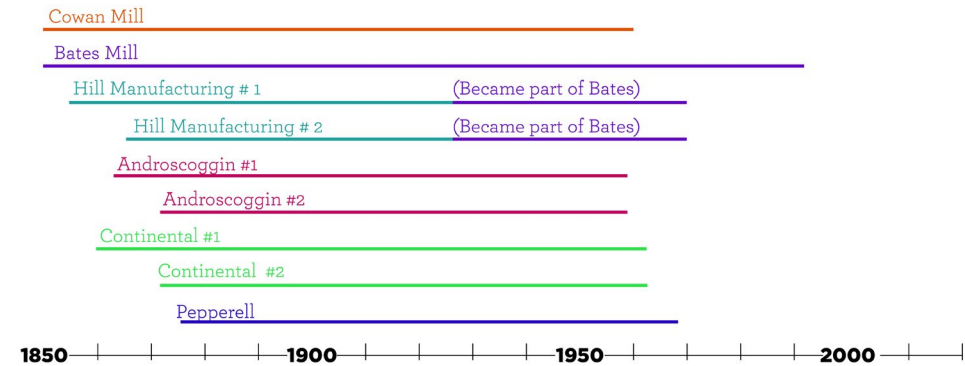
accelerated, with a 15% drop between 1970 and 2000. The devastating loss of jobs to the City from the mill closures remains, and for long-term residents who have remained in place, generational poverty is a painful reality.

Downtown Lewiston, today, is witnessing the highest population growth in decades, thanks to a recent influx of immigrants, including asylum seekers and refugees. It is also a social services center, drawing in-migration from surrounding counties of a vulnerable and transient population living in deep poverty and facing issues of food and shelter insecurity. This population is often native to Maine or New England if not Lewiston specifically, many of these newcomers live, spend time, and access resources in the Tree Streets.

Figure 7. The Rise and Fall of the Mills

Source: Museum L-A

Lincoln Mill / W.S. Libbey



Lisbon Street in 1880
Source: Lewiston Public Library



Horton Street in 1895
Source: Lewiston Public Library

ALWAYS AN IMMIGRANT COMMUNITY

Historically, Lewiston's growth was fueled by immigration. The first French Canadians began to arrive in 1840s; they were largely farmers coming to work the land. Irish immigrants followed, arriving in the 1850s, fleeing famine. They found work as laborers, building railroad connections from Boston, and the canal system and the mills. Once construction of the mills was complete, they took to working them. In the 1870s, a second wave of French-Canadian immigrants relocated to Lewiston, attracted by jobs in the mills and their ease of travel to the area through the newly established Grand Trunk Railway Depot. They settled in an area between the River and the Canals, in area known today as Little Canada. In the late 1800s – early 1900s additional waves of immigrant families came to Lewiston to work the mills, including Chinese, English, Germans, Scottish, Welsh, Lithuanians, Italians, Greeks, East European Jews. Some were fleeing war and famine, others fleeing cultural and religious oppression, but all of them were seeking jobs and economic opportunities.

Some immigrant families clustered by ethnicity: the French Canadians in Little Canada, the Polish/Lithuanians on Knox Street, and the Irish in Gas Patch and Bleachery Hill. However, many neighborhoods in Lewiston were also mixed, and the French lived everywhere. The French language was ever-present in the community. History tells us that there were conflicts spurred by differences in language and religion, as one resident, Lionel Morency, put it “... as French kids you didn't go in City Park [Kennedy Park], because they were all Irish over there. Sometimes you had to cross through, but you didn't go there on purpose... There was usually somebody waiting for us around the bushes or something like that you know.” But for each of those stories are ones of inter-ethnic friendships and connections, and fond memories of growing up in a diverse mill town.

History is now repeating itself, as the next wave of immigrants have come to Lewiston in search of a better life. The first African refugees and immigrants arrived in Lewiston in 2001, changing the trend of population loss and shifting the City's trajectory from loss to growth once again. Somalis and Somali Bantus came fleeing war and slavery. More recently, refugees and asylum seekers from the Democratic Republic of the Congo, Angola, Djibuti, Zambia, Sudan, and chain migration among all new immigrants followed suit, just like the Quebecois and Italian families before them who sought to reestablish community and family in their new home. Refugees who were placed in larger, primary resettlement cities across the US soon learned of Lewiston's small-town charm, inexpensive large housing structures from the Irish catholic immigrant families before them, migrated from their original placement to Lewiston.

Diversity is an integral part of this community's heritage. Lewiston is again seeing new languages, different religions, different cultural traditions, different races; and just like before, it comes with struggle, prejudice, and violence; but also pride, tolerance, and inclusion.

HISTORIC ASSETS

Within or immediately adjacent to the Tree Streets there are nine buildings on the National Historic Register including City Hall, the Basilica of Saints Peter and Paul (1873), but also Wedgewood House, Trinity Jubilee Center and the Dr. Louis J. Martel House. The Kennedy Park Historic District is within the Tree Streets Neighborhood, which hosts important civic buildings on the National Historic Register as well as multiple historically significant buildings flanking the park and the park itself. Adjacent to the neighborhood is the Commercial Historic District along Lisbon and Main Streets. It has 80 contributing historic properties between the intersection of Lisbon and Cedar and the intersection of Main and Bates. The Choice Study Area also is home to Lewiston Mill District and Little Canada Historic Districts.

Renovation of historic buildings in these areas may be eligible for a 20% Federal Historic Preservation Tax Credit. In addition, Maine's State Historic Rehabilitation Tax Credit Program includes a 25% state credit for any rehabilitation that also qualifies for the 20% federal credit; a 25% state credit for the rehabilitation of certified historic structures with certified qualified rehabilitation expenditures of between \$50,000 and \$250,000; and an Affordable Housing Rehabilitation Credit Increase that increases the previous two to 30% if the rehabilitation project results in the development of affordable housing.

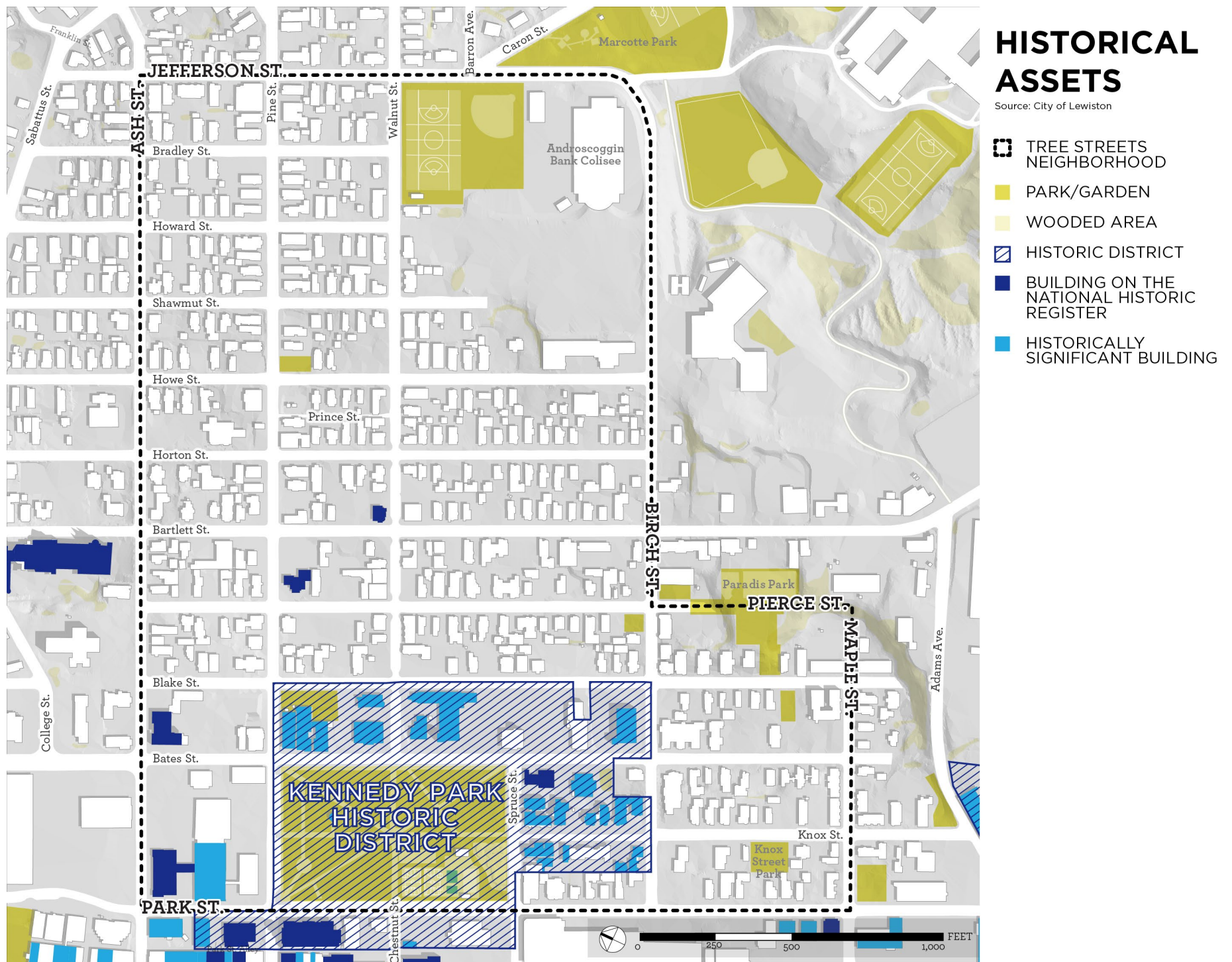


Figure 8. Map of Historical Assets

DEMOGRAPHICS²

CHOICE NEIGHBORHOOD STUDY AREA³

Today, the three-Census Tract Choice Neighborhood Study Area is home to an estimated 12,617 residents in 5,059 households, a full third of Lewiston's 36,654 residents and 15,246 households. Many of our residents in the Choice Neighborhood Study Area struggle financially. These three Census Tracts (201, 203, 204) are three of Maine's six extreme poverty Census Tracts. Almost half, 45%, of families living in the Choice Neighborhood Study Area live below poverty, and though the Choice Study Area is home to just one third (33%) of the City's households, it is home to 81% of Lewiston's households with income below \$15,000 per year and 66% of Lewiston's households with income below \$25,000 per year.

² For the complete view of demographic administrative data, see Appendix III.

³ Except where noted, all data presented in this section come from 2018 estimates from Claritas via Ribbon Demographics

TREE STREETS NEIGHBORHOOD

The three Census Tracts of the Choice Neighborhood Study Area converge within the boundaries of the Tree Streets Neighborhood. This neighborhood is a 30 square block subset of the Choice Study Area where the housing stock is the most distressed, where health and education and employment outcomes for families are the lowest, where negative perceptions of blight are the strongest, and where disparities with the rest of Lewiston are the most pronounced

According to 2018 estimates, the Tree Streets Neighborhood is home to 4,825 residents in 1,855 households. The neighborhood has been growing at a rate of nine percent since 2000, three times the City's growth rate of three percent in that same time frame.

In that the geography of the neighborhood is a subset of the larger census geographies, the demographics of the Tree Streets are estimates, which are further obscured by suspected significant undercounting of Lewiston's immigrant population.

Source: City of Lewiston

Source: City of Lewiston

-
- This map illustrates the layout of downtown Lewiston, Maine, categorized into three distinct tracts: Tract 201 (yellow), Tract 203 (blue), and Tract 204 (orange). The map is bounded by Russell St to the north, College St to the west, Elm St to the southwest, and Canal St to the south. The Androscoggin River flows along the southern edge of the city, with Fox Island located in the river to the southwest. Major landmarks and institutions are clearly marked, including Bates College, St. Mary's Regional Medical Center, Lewiston Middle School, Lewiston Memorial Armory, Androscoggin Bank Collee, Longley Elementary School, George Ricker Park, Lewiston High School, Future Longley Elementary School, Lewiston Public Works, Lewiston Mall Shopping Center, and various parks such as Fox Island, Heritage Park, Mill St, and Simard-Payne Memorial Park. The map also shows the city of Auburn to the south and a scale bar and north arrow in the bottom right corner.

DRAFT II TREE STREETS TODAY

Income & Poverty

Almost half, 49%, of all families living in the Tree Streets Neighborhood live below poverty, and 62% of families with children live below the poverty level. Fully 96% of students at the neighborhood-serving Longley Elementary School in the 2016-2017 school year were considered ‘economically disadvantaged’, qualifying for free or reduced-price meals under the National School Lunch and Child Nutrition Program.⁴

⁴ Maine Department of Education, Comprehensive Needs Assessment & SAU Consolidated Plan

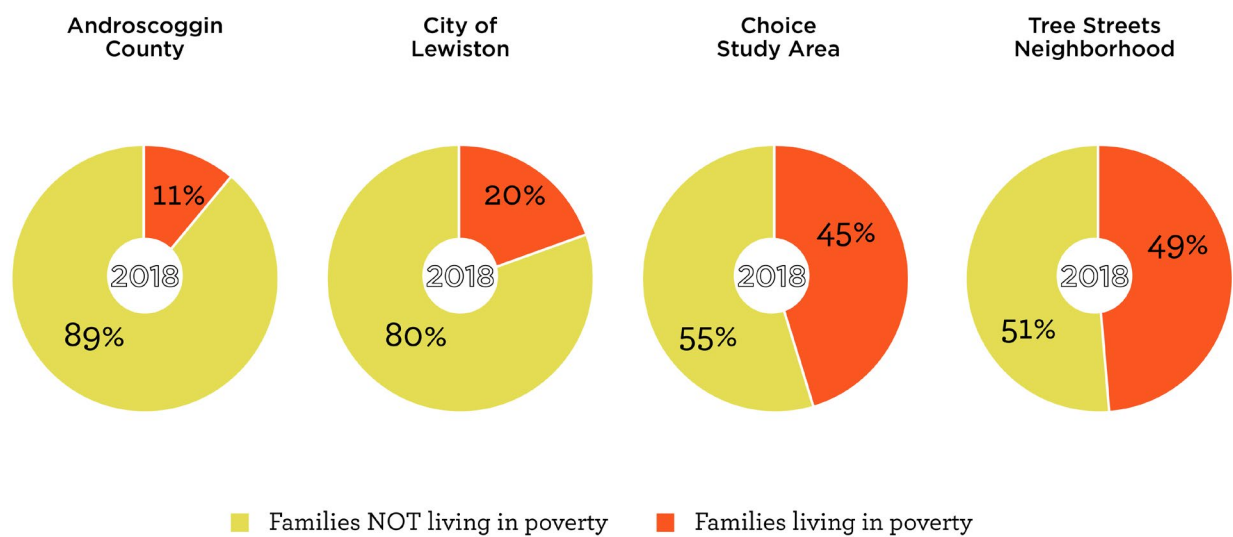


Figure 10. Poverty 2018
Source: Ribbon Demographics via RES, 2012-2016, ACS 5-year Estimates

The median household income in the Tree Streets is \$20,025, half the citywide median (\$40,670) and 37% of the County median (\$53,285). Thirty-eight percent of households in the neighborhood earn less than \$15,000 per year, and 62% earn less than \$25,000 per year.

Despite these challenging indicators, the neighborhood is home to a mix of incomes, with 28% of households earning more than \$35,000 per year. The exact reasoning for this is unknown, but it is suspected to be due to the proximity of major educational and medical institutions such as Bates College, St. Mary's Regional Medical Center, and Central Maine Medical Center, which draw households with higher and more stable incomes to the area.

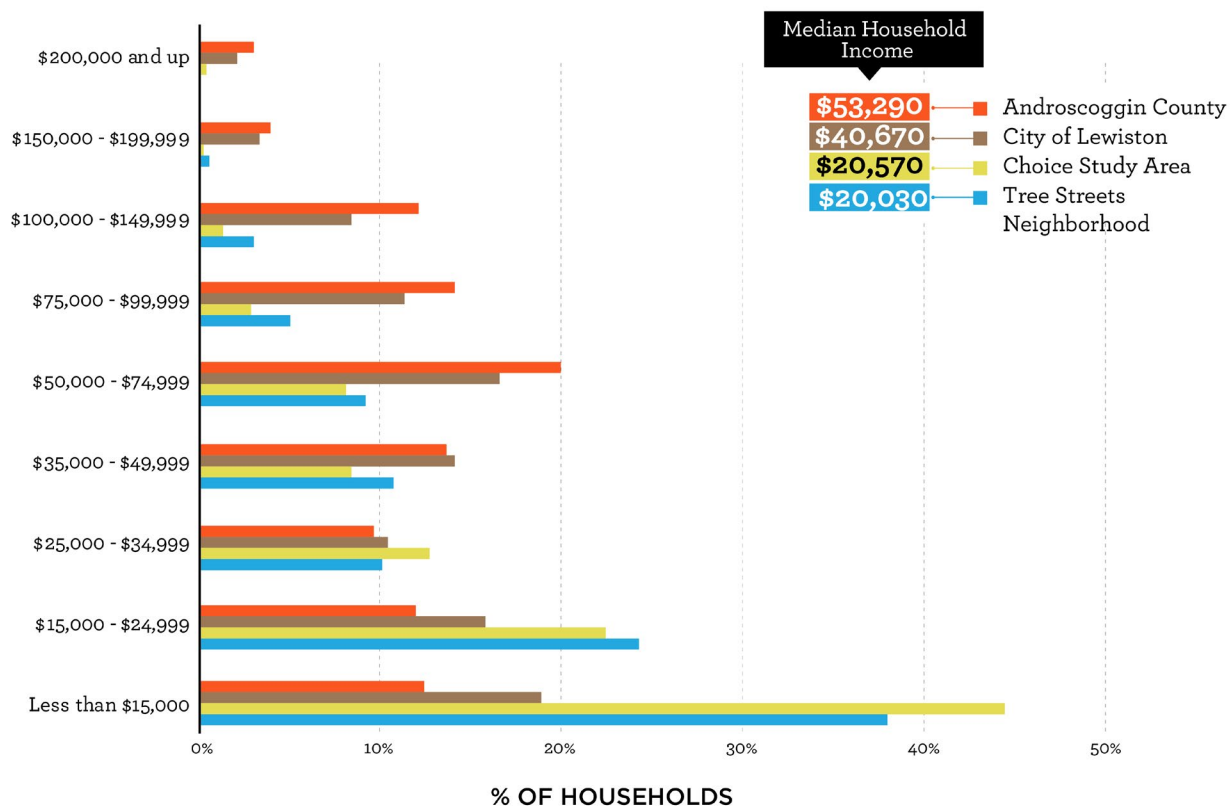


Figure 11. Household Income 2018
Source: Ribbon Demographics via RES

Race, Ethnicity & Country of Origin

Since the reported 1991 arrival of the first Somali immigrants to Lewiston in 1991, the Tree Streets have become home to a large number of refugees and asylum seekers. These “New Mainers” are primarily from countries in Africa, but also from Middle Eastern countries such as Syria and Iran. Although a small number of Somalis have lived in Lewiston since the early 1990s, Lewiston’s immigrant population began to grow in earnest in the early 2000s. From 2001 to the present, upwards of 6,000 immigrants have moved to Lewiston and Auburn, according to the City of Lewiston’s 2017 Comprehensive Plan.⁵ This has shifted the demographics of the City as a whole, and more dramatically, of the Tree Streets Neighborhood in particular, over the past 20 years.

The 2010 Census reported 3,200 Black or African-American residents in Lewiston, a dramatic increase of 742% since 2000. 2018 estimates indicate that, today, 26% of residents in the Tree Streets Neighborhood are minorities, and 22% of Lewiston’s non-white population reside in the Tree Streets, though the neighborhood’s total population comprises just 13% of the City’s. The contrast is more stark comparing the Tree Streets to Androscoggin County. While the Tree Streets neighborhood is home to just four percent of the County’s total population, it is home to 14% of the County’s non-white population.

Again, the data may be under-representative of the Tree Streets’ diverse residential population today, as many of the neighborhood’s people of color are refugees and immigrants from countries across Africa and are likely to be under-counted in the 2010 Census data and subsequent estimates and projections. For example, while the census estimates 26% of the neighborhood is non-white, according

to data provided by the Lewiston School District, more than three-quarters (77%) of students at the neighborhood-serving Longley Elementary School in the 2016-2017 school year were non-white, and 79% were English language learners. Other neighborhood children attend Montello Elementary School just outside of the Tree Streets with students from other neighborhoods. At Montello, 57% of students in the 2016-2017 school year were non-white.⁶

⁶ Maine Department of Education, Comprehensive Needs Assessment & SAU Consolidated Plan

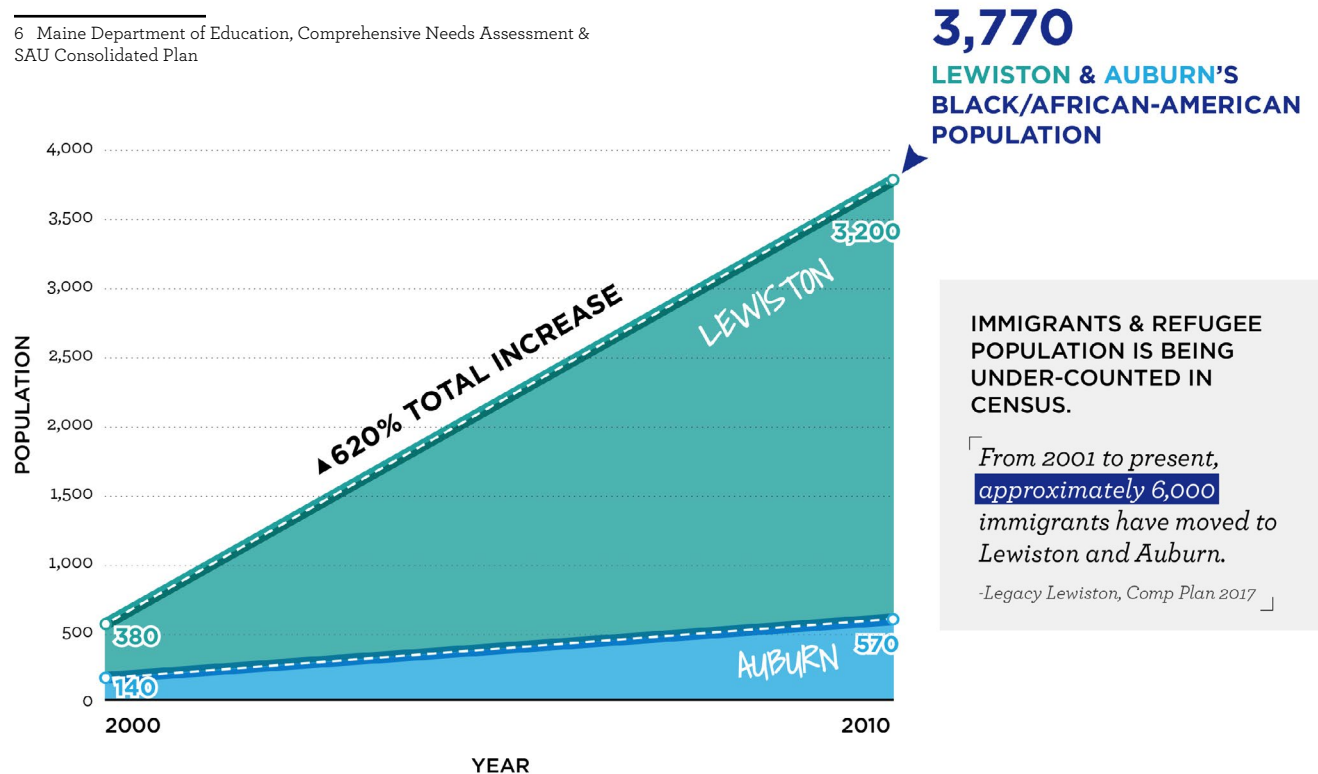
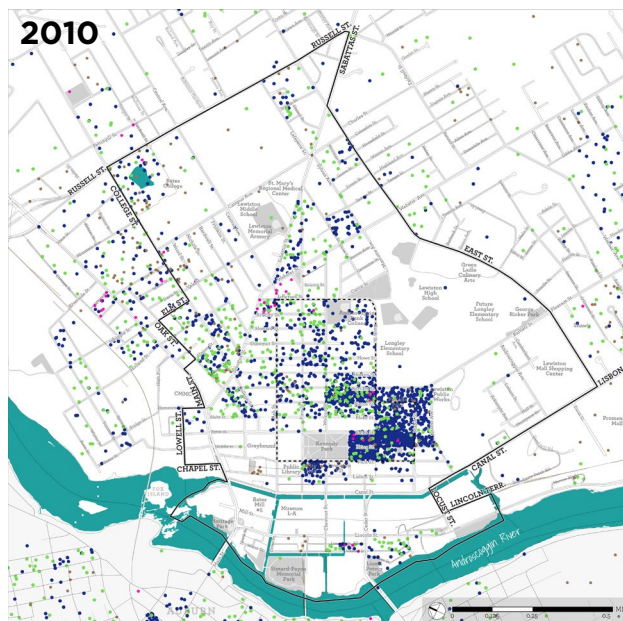
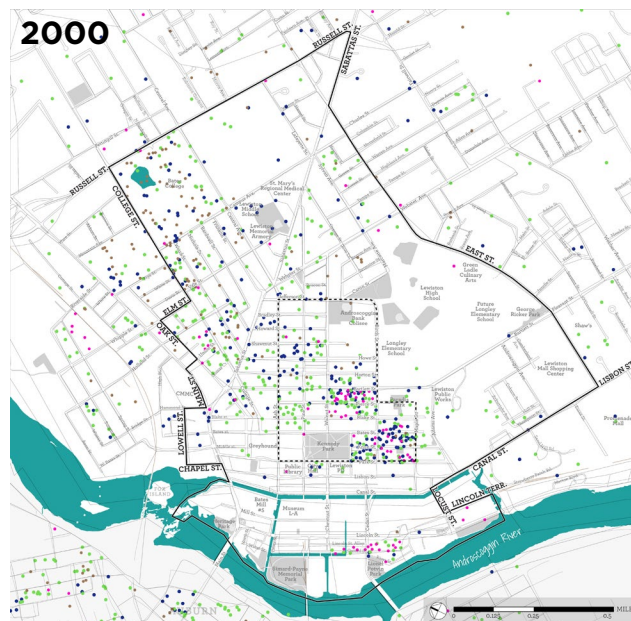
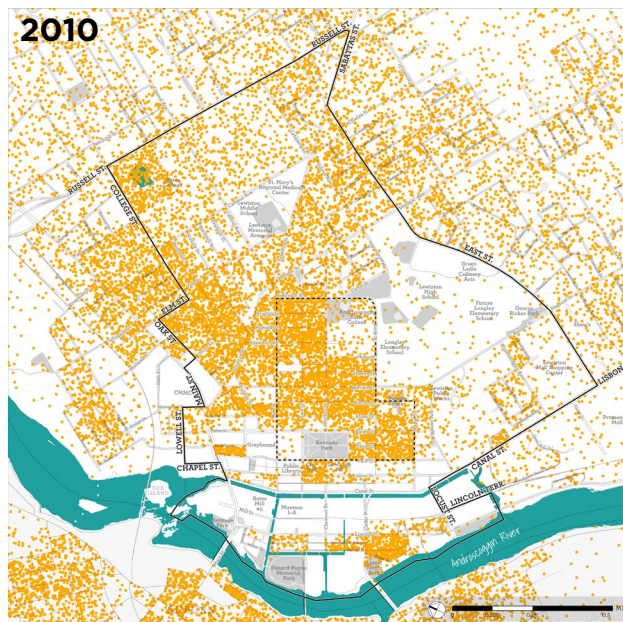
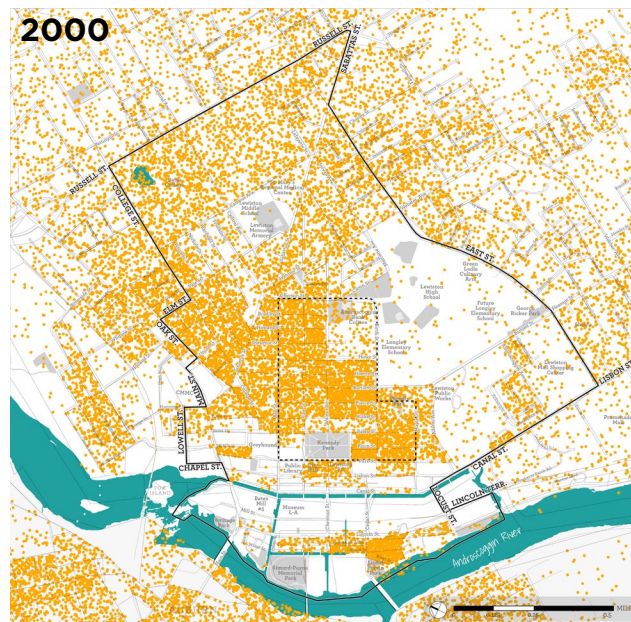


Figure 12. Black/African-American Population Change 2000-2010
Source: Census, 2000-2010

⁵ Legacy Lewiston, page 56.



1 DOT = 1 RESIDENT

Source: Census 2000 via Maine Office of GIS

- CHOICE STUDY AREA
- TREE STREETS NEIGHBORHOOD
- CENSUS BLOCK BOUNDARY
- WHITE
- BLACK OR AFRICAN AMERICAN
- ASIAN
- SOME OTHER RACE
- 2 OR MORE RACE

Figure 13. Population Density by Census Block 2000 & 2010
Source: Census 2000 & 2010 via Maine Office of GIS

In the Tree Streets, 70% of all foreign-born residents are from countries across Africa,⁷ with the largest portion of the population from Somalia in East Africa. Pop-up meetings in the Tree Streets Neighborhood conducted during this planning process found that neighborhood residents have family roots all over the world. At that series of three community events, residents from more than 30 countries attended, speaking many different native languages. In addition to the variety of languages spoken in homes across the community, the neighborhood's global population brings with it other unique demographic characteristics that distinguish the Tree Streets from other parts of the City and County, chief among them, the presence of very large families with many children, often upward of eight.

Dot density maps comparing the population in the Choice Neighborhood Study Area and the Tree Streets by race in 2000 to that in 2010 illustrate the:

- › Density of residents living in the Tree Streets Neighborhood, which is greater than that of the Choice Neighborhood Study Area or the City as a whole
- › Concentration of non-white, specifically black, residents living in Tree Streets Neighborhood, particularly in the blocks south of Walnut Street.

⁷ 2012-2016 American Community Survey 5-Year Estimates

* Out of all foreign-born residents, **69%** are from Africa.

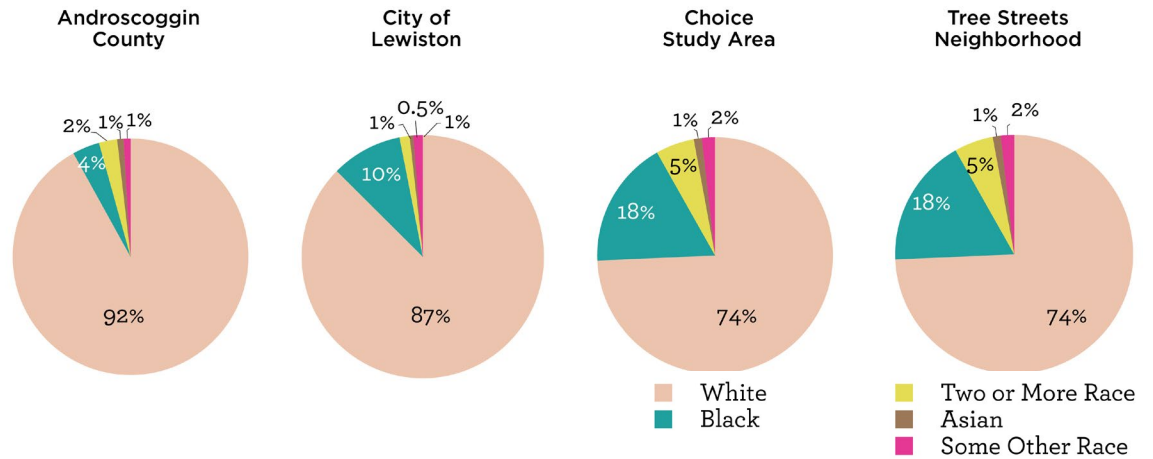


Figure 15. Race & Ethnicity 2018
Source: Ribbon Demographics via RES

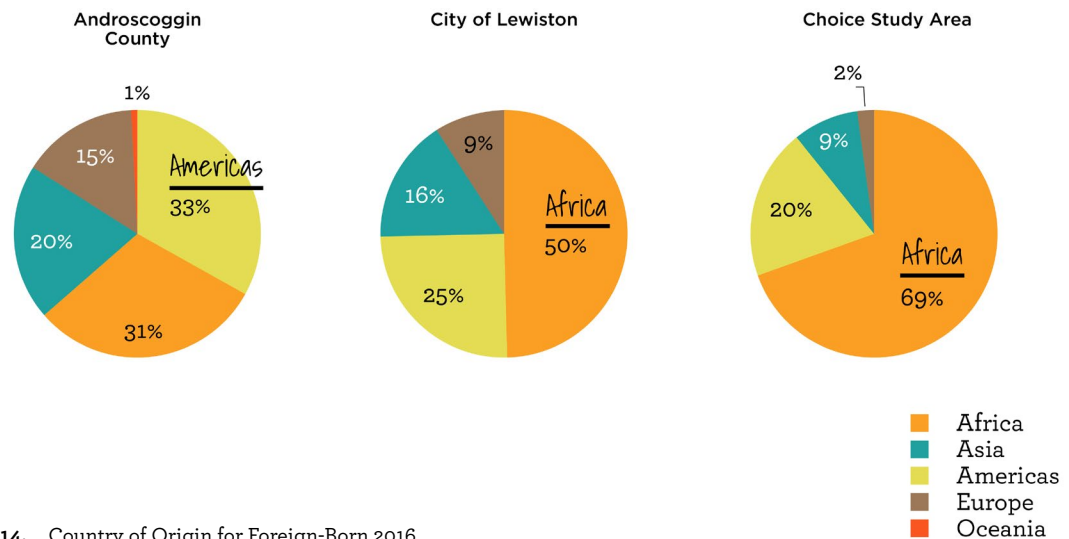


Figure 14. Country of Origin for Foreign-Born 2016
Source: 2012-2016, ACS 5-year Estimates

Age Distribution

The median age of the Tree Streets Neighborhood is 30 years old, more than 10 years younger than Androscoggin County's median age of 41. The Tree Streets Neighborhood is home to many children and youth, and has the highest density of children in the State of Maine. Fully 42% of Tree Streets residents are under 24 years of age - 30% under 18 and 12% age 18 to 24. Not surprisingly, among the greatest neighborhood needs identified by residents are quality, affordable childcare with flexible hours for working parents and guardians and more activities and programs for young people.

Household Composition

The average household size in the Tree Streets Neighborhood is 2.56 people per household, but in fact, this number obscures the number of small one- and two-person households as well as the number of large families with many children living in the Choice Neighborhood Study Area.

Nearly half (49%) of the households in the Choice Neighborhood Study Area are one-person households, compared to 37% citywide. This may result from the concentration of affordable senior housing complexes, most of which are clustered in the Tree Streets Neighborhood.⁸

According to the American Community Survey estimates, only nine percent of households in the Choice Neighborhood Study Area have four or more people, which is lower than expected and possibly the result of an undercount of immigrant

⁸ U.S. Census Bureau, ACS 5-Year Estimates, 2013-2017, Real Estate Strategies, Inc.

households, including very large families. Input from community members indicates that the reported percentage is too low and should not be relied upon in evaluating housing needs.

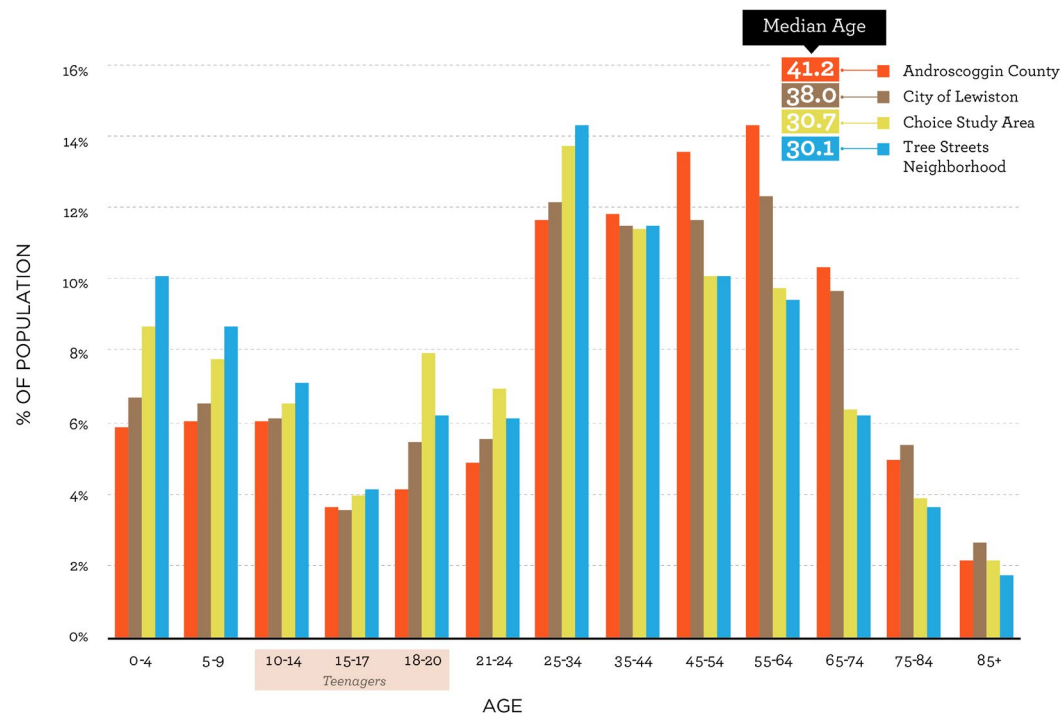


Figure 16. Age Distribution 2018
Source: Ribbon Demographics via RES

* Median age of the Choice Neighborhood study area is about **10 years younger** than Androscoggin County.

* In Tree Street Area, **16%** of the population is between the age of 15 and 24 years old.



Education, Employment, and Access to Jobs

Educational attainment is low in the Tree Streets Neighborhood. One quarter of the population did not finish high school compared to 16% citywide, and 60% did not attend college. Only 17% have an advanced degree – an Associate’s, Bachelor’s, or beyond. The neighborhood has an unemployment rate of nine percent, twice the rate of the City (five percent) and County (four percent).

The “New Mainers” in the community have arrived with varied educational attainment and work histories. According to a State Department report on Somali refugees arriving in the U.S. between 2000 and 2016, educational attainment for most was limited to primary education or less.⁹ Though some of the Tree Street’s immigrant population are highly educated and/or have significant work experience, restrictions on work permits for asylum seekers plus a lack of literacy or English language proficiency among some present additional barriers to employment.

⁹ “Demographic Profile of Somali Refugee Arrivals, October 1, 2000 through September 30, 2016,” U.S. Department of State Bureau of Population, Refugees, and Migration Refugee Processing Center.

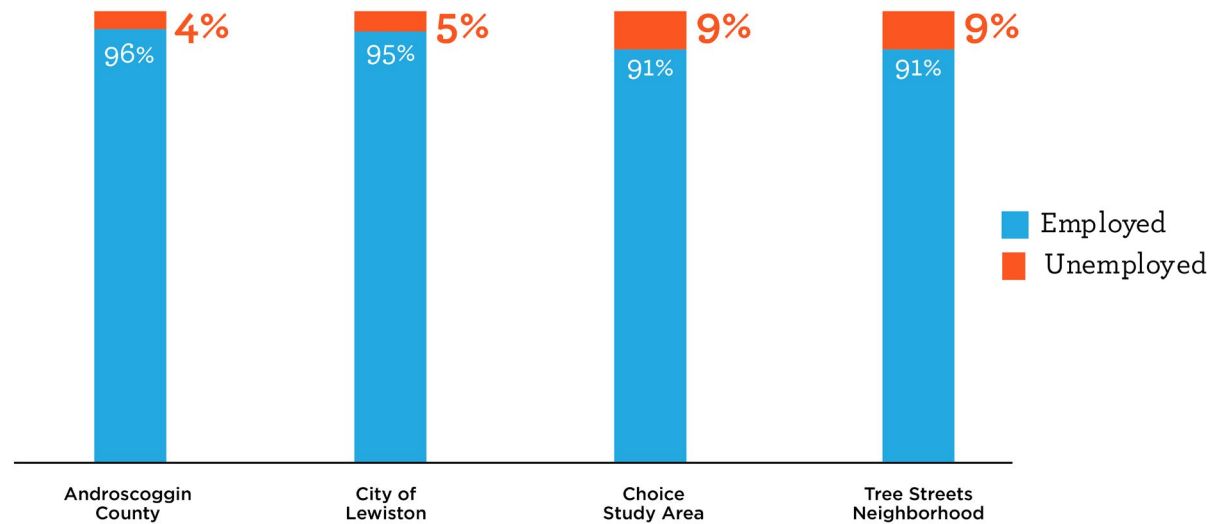


Figure 17. Employment Rate 2018
Source: Ribbon Demographics via RES

Lewiston High School's graduation rate is 69% compared to 85% for the State of Maine. In the 2015-2016 school year, only 44% of high school students achieved proficiency in reading, and only 17% in math,¹⁰ suggesting that some graduates of the public school system are ill-prepared to enter the workforce or pursue higher education.

The industries that employ the most Tree Streets Neighborhood residents are:

- › Health Care / Social Services (20.2%)
- › Retail Trade (14.9%)
- › Manufacturing (10.4%)
- › Education Services (8.4%)
- › Accommodation / Food Services (6.4%)

According to 2018 estimates, the most common occupations for Tree Streets residents are:

- › Office / Administrative Support (15.6%)
- › Production (11.5%)
- › Sales / Related (9.7%)
- › Education / Training / Library (7.4%)
- › Construction / Extraction (6.4%)
- › Building / Grounds Cleaning / Maintenance (6.1%)

¹⁰ 2015-2016 NCES, ME Department of Education via www.publicschoolreview.com

The Tree Streets Neighborhood is a walkable downtown neighborhood, and 20% of neighborhood residents are able to walk to work compared to eight percent in the City and four percent in the County. However, 56% of neighborhood residents commute to work by driving alone and another 14% carpool. Sixty-two percent of neighborhood residents have a commute time of less than 15 minutes, compared to 50% citywide.

Notably, 40% of Tree Streets Neighborhood households do not own a car compared to 18% citywide and 11% in Androscoggin County. Though this suggests greater reliance on public transportation, only one percent of neighborhood residents take the bus to work because the bus service (hours and frequency of service) do not meet local needs. Among the greatest needs identified by residents are improved public transportation to job centers and increased hours for public transportation.

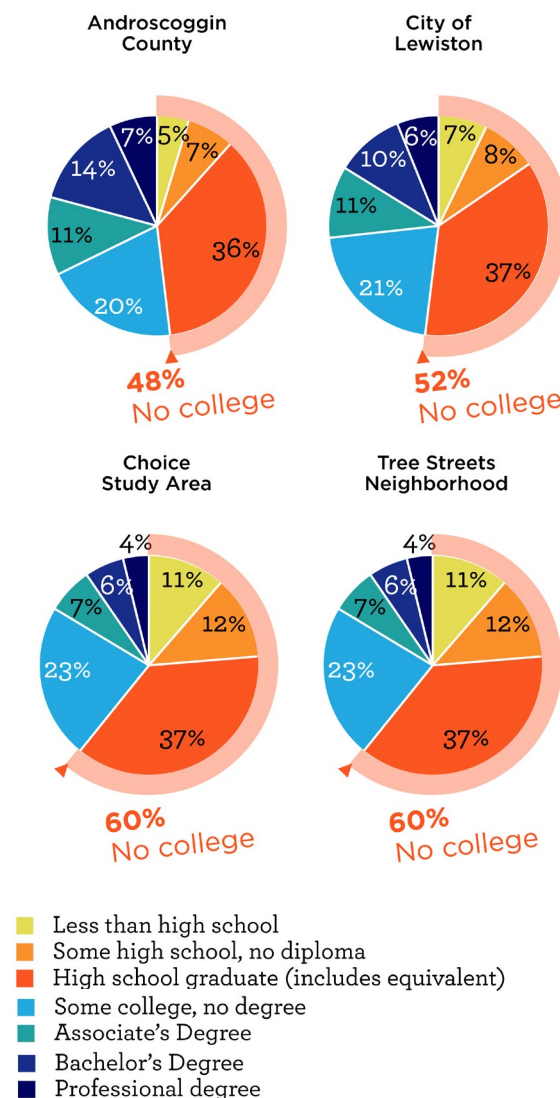


Figure 18. Educational Attainment 2018
Source: Ribbon Demographics via RES

* At this pace, the entire housing stock of the Tree Streets will cycle in **240** years.



Housing Stock, Occupancy & Tenure

The Tree Streets Neighborhood has 2,172 housing units, of which 1,879 are occupied, for a 13.5% vacancy rate. City inspectors and planning participants noted that most of these vacant units are not habitable, resulting in a very tight rental market.

The housing stock in the Tree Streets Neighborhood is among the oldest in the city; 63% of housing units were built prior to 1939, and 78% were built prior to 1970, presenting risks of lead contamination and poisoning.¹¹

Only 253 dwelling units were replaced in the neighborhood since 1990 (12% of all units); this means that the replacement rate over the last 28 years averaged nine units per year in a neighborhood where prolonged disinvestment has resulted in a severely distressed housing stock (see Building Conditions section). At this pace, the entire housing stock (2,172) of the Tree Streets will cycle in 240 years, assuming everything is replaced only once in that period. The demand for new homes in the Tree Streets Neighborhood is largely driven by the need to replace substandard and obsolete housing units.

¹¹ The United States Center for Disease Control states that, without formal testing, units constructed before 1950 should be presumed to have lead paint. Sixty-eight percent of the Choice Study Area's dwelling units were built prior to 1950, as were 67% of dwelling units in the Tree Streets. This plan sometimes refers to 1978 as the threshold for the potential of lead paint, as it was not until 1978 that legislation banned the use of lead-based paint in housing. However, strategies for remediation focus on homes built prior to 1950.

The homeownership rate in the Tree Streets Neighborhood is extremely low, only 4.1% of households own their homes. Only 10% of the neighborhood's homes are single-family units (217), compared to 44% in the City and 58% in the County. Roughly one-third (31%) of units are in buildings with three or four apartments, and another third (35%) of units are in larger buildings with five to nineteen apartments.

The age, condition, and ownership of the neighborhood's housing stock compounds already significant challenges related to the area's high rate of poverty, concentration of children and, in particular, number of large families.

- › Within the Choice Study Area, 52% of renter households are considered housing-cost burdened, spending more than 30% of their monthly income of housing costs.¹²
- › Though the historic triple-deckers, with four to six-bedroom apartments on each floor, can accommodate large families, real issues with overcrowding persist.
- › Due to the relatively tight rental market, many households report sub-standard living conditions.

¹² 2012-2016 American Community Survey 5-Year Estimates



* The homeownership rate in the Tree Streets Neighborhood is extremely low, only **four percent** of households own their homes.



Figure 19. Housing Units Tenure & Vacancy 2018
Source: Ribbon Demographics via RES

Health

The age of the housing stock, limited strength of the housing market, and patterns of prolonged disinvestment over time has created a severe public health issue in the Tree Streets. Fully 90% of the housing units in both the CNI Project area and the Tree Streets were constructed prior to the prohibition against lead paint in 1978, and 73% in each were constructed prior to 1950 when lead paint use was near ubiquitous. The presence of lead in Maple Knoll is unknown but the property was developed in 1970, before the lead paint prohibition, by combining several 1900s-era tenements.

From 2013 through 2017, 210 children under age six in Lewiston had confirmed elevated blood lead levels (EBLLs), an average of 42 new cases each year. Nearly all of these kids lived in the Downtown Lewiston Choice project area (Census Tracts 201, 203, 204), and fully 72% (n=151) are concentrated in the Tree Streets neighborhood.

Adults in all three of the Choice Neighborhood Study Area Census Tracts report higher levels of asthma (between 15% and 18%) than in the City (13.5%) and County (12.7%).¹³

¹³ Center for Disease Control Behavioral Risk Factor Surveillance System (BRFSS) via PolicyMap

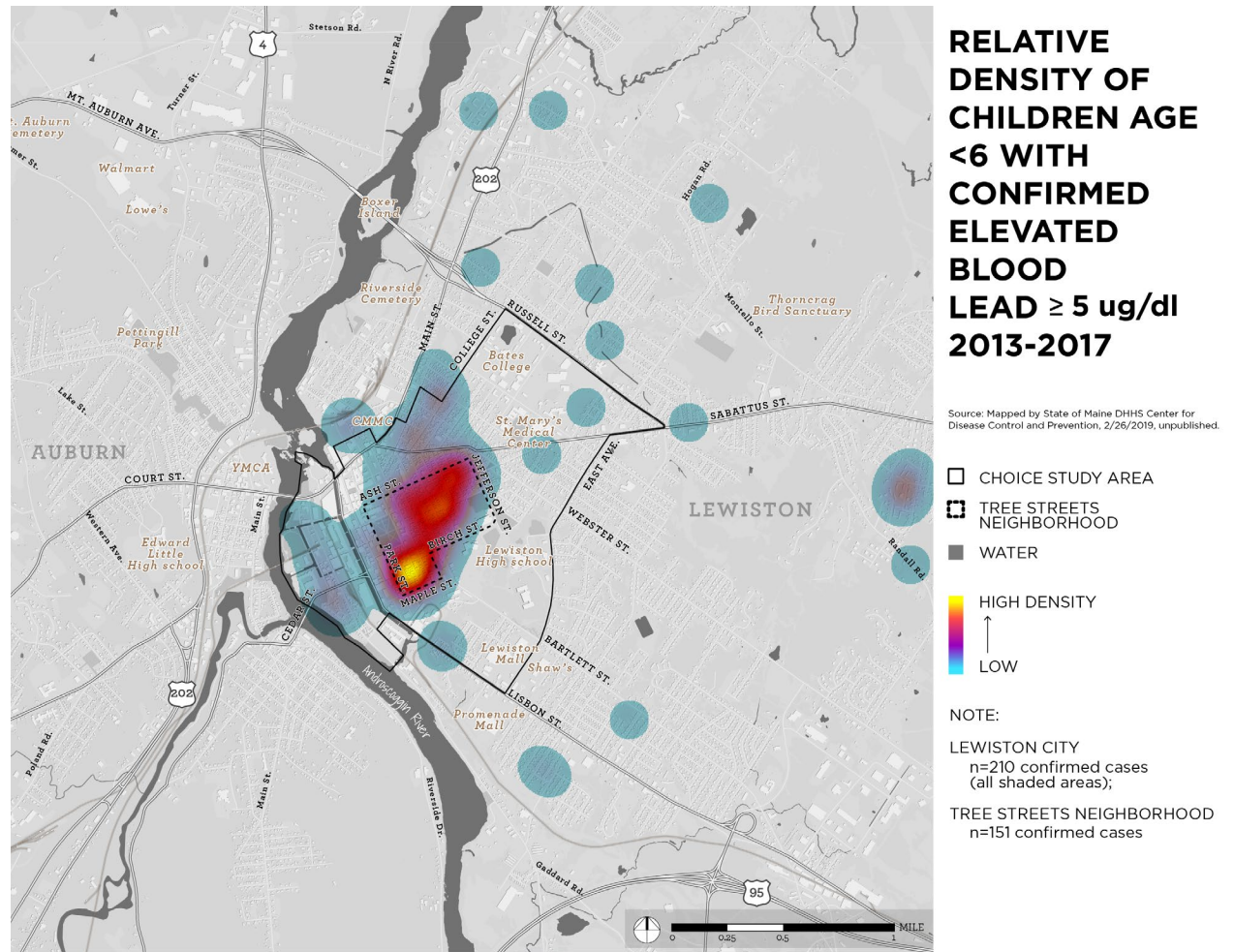


Figure 20. Context map of the relative density of confirmed childhood lead poisoning cases



RELATIVE DENSITY OF CHILDREN AGE <6 WITH CONFIRMED ELEVATED BLOOD LEAD ≥ 5 ug/dl 2013-2017

Source: Mapped by State of Maine DHHS Center for Disease Control and Prevention, 2/26/2019, unpublished.

TREE STREETS NEIGHBORHOOD

PARK

WOODED AREA

WATER

HIGH DENSITY
↑
LOW

NOTE:

LEWISTON CITY
n=210 confirmed cases
(all shaded areas);

TREE STREETS NEIGHBORHOOD
n=151 confirmed cases

Figure 21. Map of the relative density of confirmed childhood lead poisoning cases in the Tree Streets Neighborhood

Spotlight on Maple Knoll¹⁴

The Tree Streets Neighborhood has eight HUD-assisted developments with a total of 38 units. This Choice Neighborhood Transformation Plan focuses on the replacement of the Maple Knoll Apartments as well as potential additional HUD-subsidized properties with owners who wish to reinvest in their properties and the neighborhood.

Maple Knoll Apartments is the identified severely distressed housing development of the Choice Neighborhood Planning Initiative. Because of its deteriorated condition, Maple Knoll cannot be rehabilitated feasibly and is targeted for replacement. The property includes 41 walk-up apartment units, with two studios, 26 one-bedroom apartments and 13 two-bedroom apartments. Of the 41 total units, 33 have Section 8 Project-Based subsidies with a combined 41 bedrooms; the remaining eight apartments have a combined eight bedrooms.

Currently, 90 people in 39 households live in the Maple Knoll Apartments. Per the Needs Assessment (with a sample of 24 out of 41 households), 42% of respondents were African or African American; 42% were White. One third of the surveys were conducted in Somali. Due to the small unit size of the Maple Knoll Apartments, the majority of households interviewed do not have children, though the most recent rent-roll shows 17 residents who are under the age of 17 residing in Maple Knoll. The annual incomes of residents are well below the poverty line, and half of households receive disability and/or food assistance benefits. Fifty-eight percent of respondents were unemployed, with the most common reasons for not working reported as health, disability, or lack of education; similar reasons were reported by both native English speakers and speakers of other languages.

* Because of its deteriorated condition, Maple Knoll cannot be rehabilitated feasibly and is targeted for replacement.



¹⁴ For the complete view of Maple Knoll Needs Assessment, see Appendix II.



CURRENT NEIGHBORHOOD CONDITIONS

LAND USE AND ZONING

Land Use

Overall, the Choice Neighborhood Study Area hosts the mixed-use downtown of a small-sized city. The land use by parcel count is 66% residential, interspersed with major institutional campuses, the commercial and mixed-use fabric of downtown and the historic mills, and the auto-oriented shopping areas on the fringe of the Choice Study Area. Almost half, 46%, of properties are multi-family residential.

The Tree Streets Neighborhood itself has the majority of the multi-family properties; 70% of properties in the Tree Streets host a multi-family structure. Only one percent of housing units in the Tree Streets are in a single family structure compared to nine percent in the Choice Study Area and 44% citywide.¹⁵

¹⁵ 2018 estimates from Claritas via Ribbon Demographics

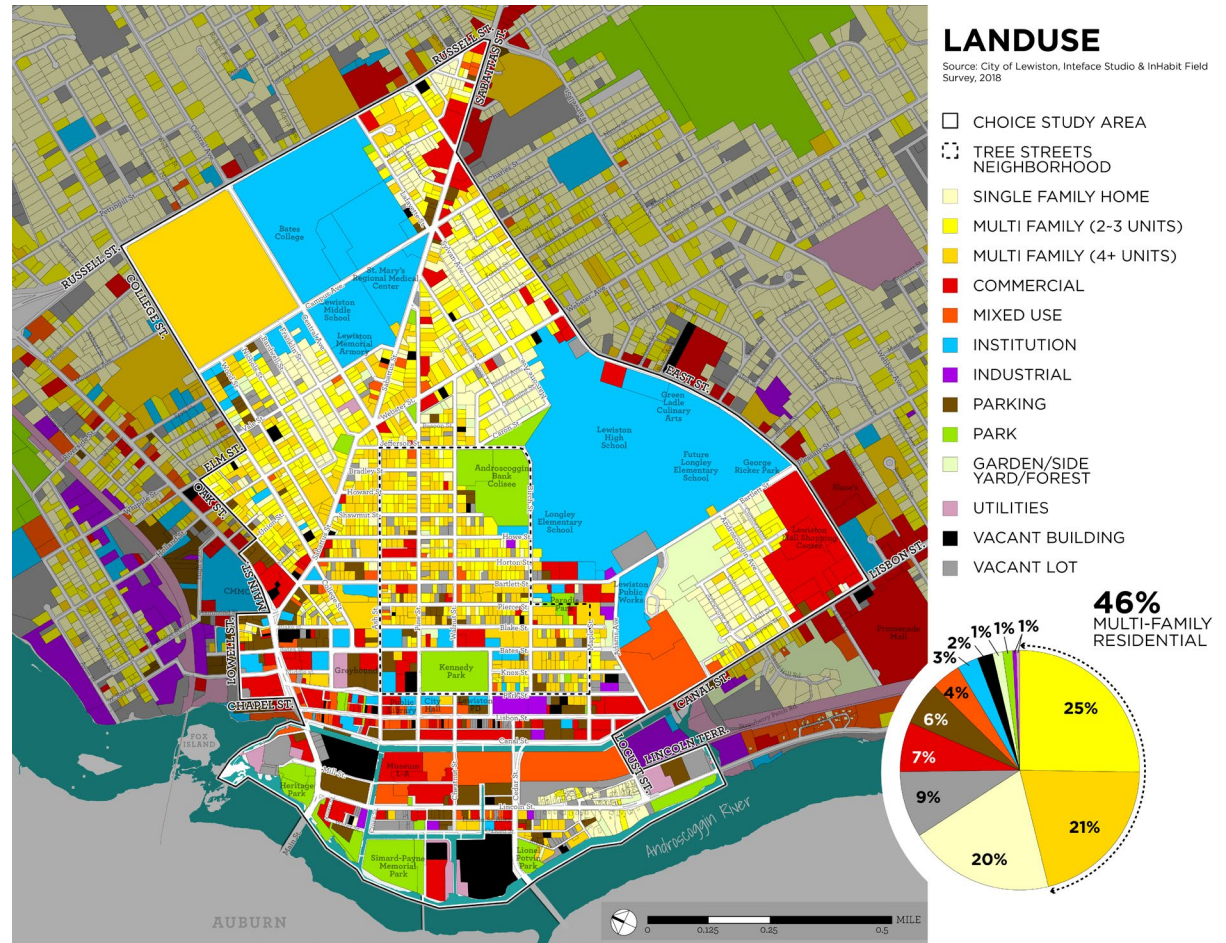


Figure 22. Context map of land use

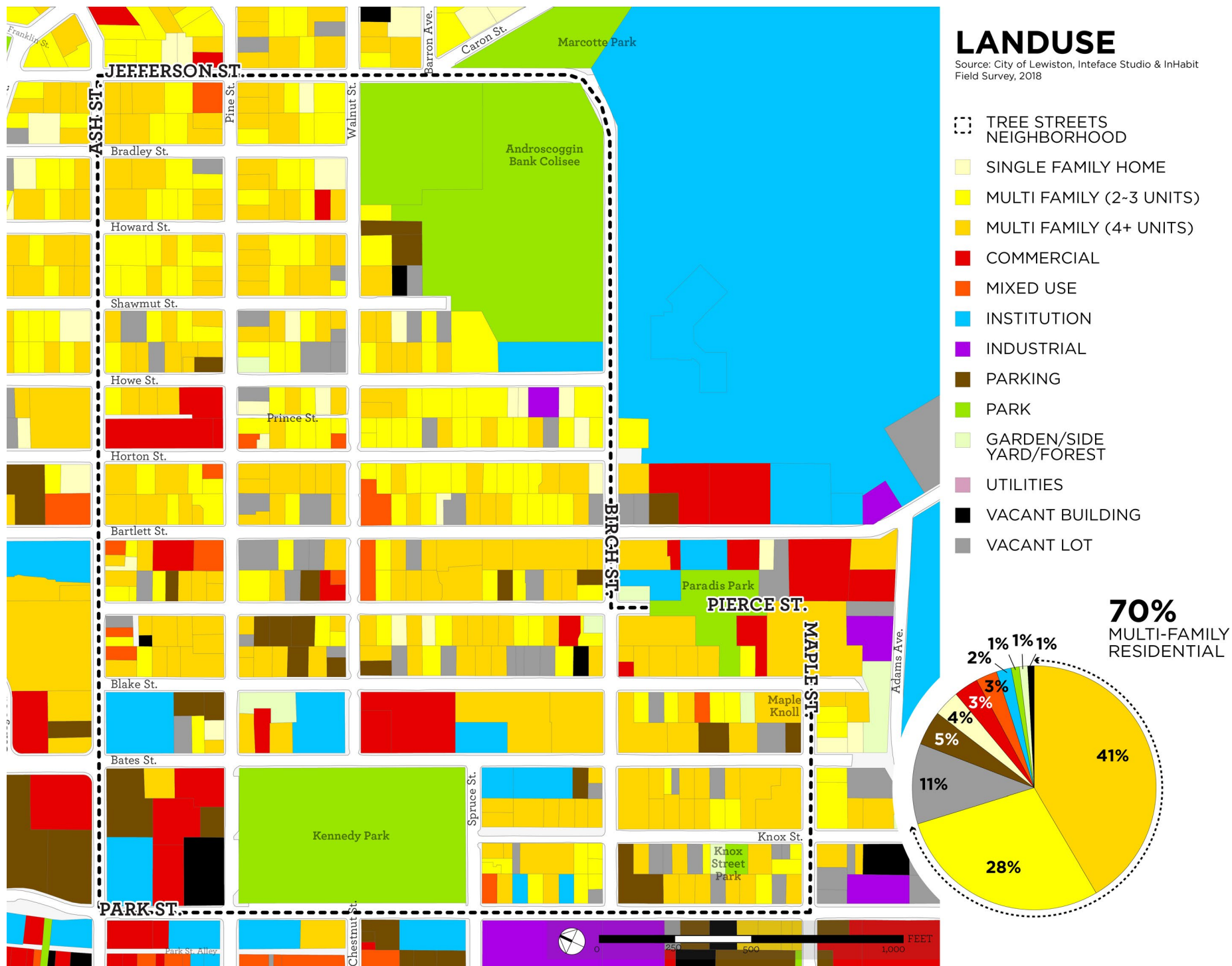


Figure 23. Tree Streets map of land use

Zoning

The majority of the Tree Streets are zoned Neighborhood Conservation A or B, where the existing zoning promotes neighborhood stability by requiring new buildings and adaptive reuse efforts to conform to the type and density of the immediate neighborhood fabric.

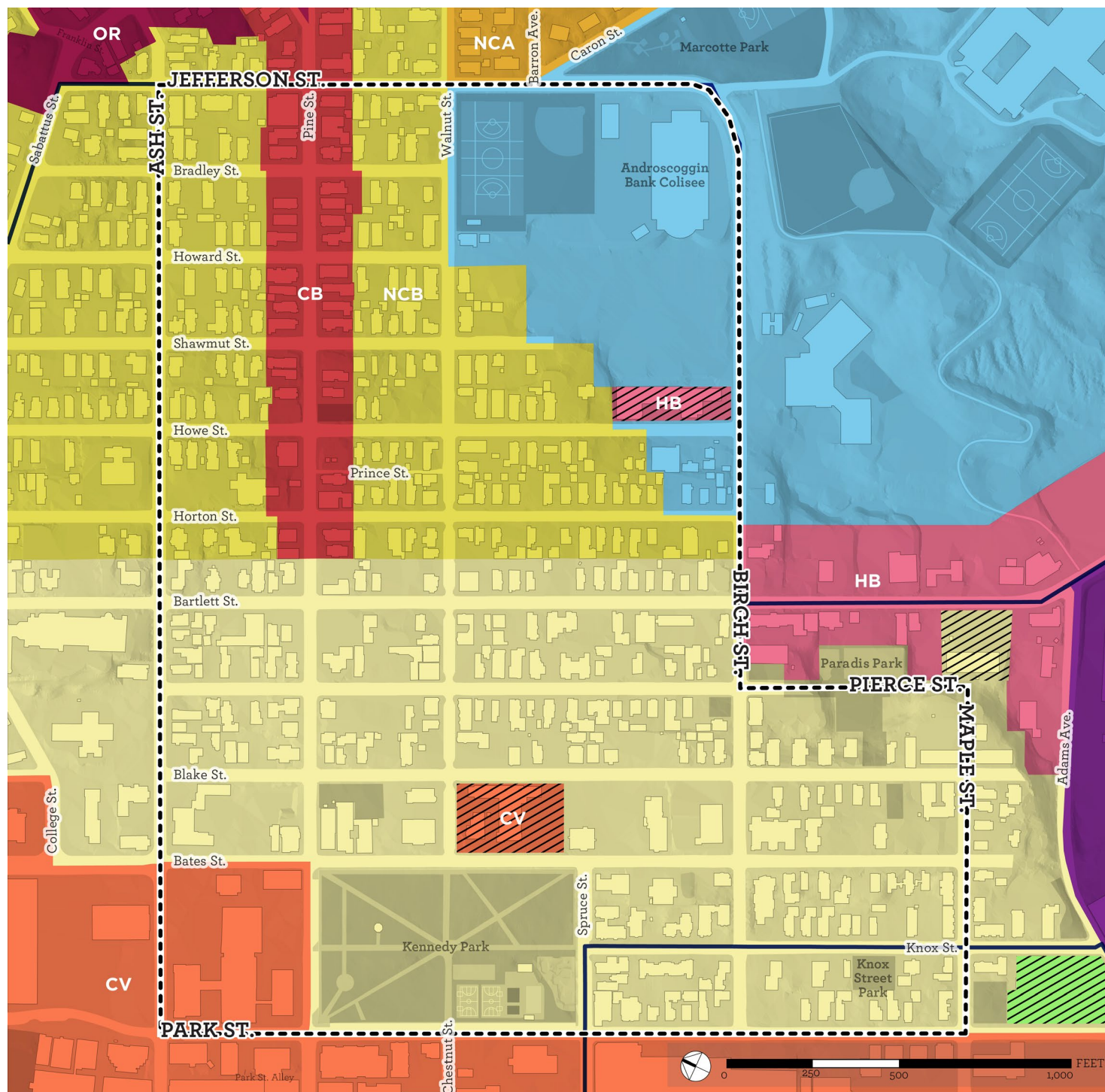
- › NCA applies primarily to lower density single-family development patterns
- › NCB applies to older multi-family residential neighborhoods, encouraging the upgrading of this housing stock

Within the Tree Street's Neighborhood Conservation Areas, there are exceptions for a Community Business corridor on Pine Street and occasional conditional re-zonings related to businesses in the neighborhood.

At the neighborhood edges, the Tree Streets are surrounded by:

- › Centreville designation that covers downtown and Lisbon Street, encouraging economic development in the central business district, including retail, service, financial, government, professional, entertainment, and appropriate residential uses in a pedestrian-friendly setting
- › Institutional Office, which covers the public schools and Colisée in an area designated for major community facilities
- › Highway Business along Bartlett, which caters to auto-oriented businesses in need of larger parking areas, which creates a somewhat hostile environment for this heavily traveled pedestrian route to area schools and shopping.

The City of Lewiston has an effort underway currently to update urban design regulations with the goal of guiding future development with a more form-based code reflective of Lewiston's architectural heritage and character.



ZONING

Source: City of Lewiston

- TREE STREETS NEIGHBORHOOD
- DEVELOPMENT DISTRICT
- CONDITIONAL REZONING
- IO: INSTITUTIONAL OFFICE
- HB: HIGHWAY BUSINESS
- DR: DOWNTOWN RESIDENTIAL
- CV: CENTREVILLE
- CB: COMMUNITY BUSINESS
- NCA: NEIGHBORHOOD CONSERVATION "A"
- NCB: NEIGHBORHOOD CONSERVATION "B"
- OR: OFFICE RESIDENTIAL
- UE: URBAN ENTERPRISE
- M: MILL

Figure 24. Map of Zoning Classifications in the Tree Streets

Vacancy

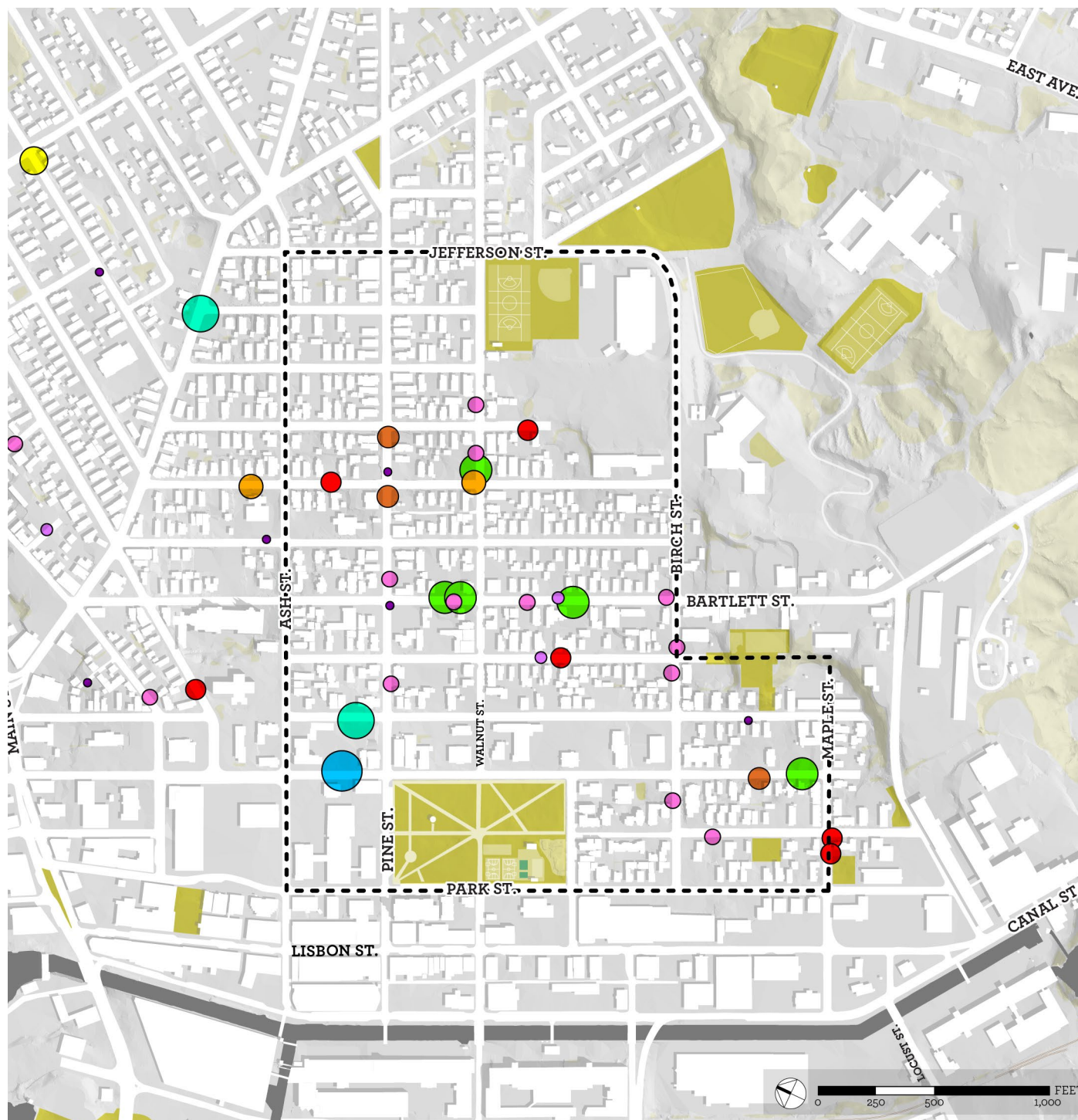
The City has undertaken concentrated demolition of unsalvageable structures in Downtown Lewiston and the Tree Streets Neighborhood, in particular. From 2008 - 2018, 217 housing units were demolished by the City in the CNI area; 142 (65%) of those were in the Tree Streets Neighborhood. This number only includes structures that were taken down by the City, and does not include private demolitions, nor the spate of fires in recent years that has caused the neighborhood to lose additional buildings and housing units.

According to the 2018 field survey, 13% of all parcels in the Tree Streets are vacant. In the wake of demolition activity, most of these properties are vacant lots scattered across the neighborhood. Eleven percent of the neighborhood's properties are vacant lots, while just one percent of parcels contain a vacant building, and another one percent host buildings that appear partially vacant.

2018 estimates suggest that 13.5% of all dwelling units in the Tree Streets are vacant.¹⁶ The small number of vacant structures in the neighborhood coupled with the growing population and low-incomes of many residents is indicative of demand for housing and the reality that many neighbors live in sub-standard, unsafe, and overcrowded conditions, because the neighborhood lacks quality, safe, affordable housing alternatives.

¹⁶ 2018 estimates from Claritas, Ribbon Demographics





DEMOLITIONS 2008 - 2018

Source: City of Lewiston, Interface Studio

TREE STREETS
NEIGHBORHOOD

PARK

WOODED AREA

WATER

NUMBER OF HOUSING
UNITS DEMOLISHED

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 12

**At a minimum,
142 UNITS** were
demolished in
the Tree Streets
over the past 10
years*

* Demolitions shown are only those that were demolished by the City of Lewiston. It does not include private demolitions, or structures lost to other means.

Figure 25. Map of demolished properties

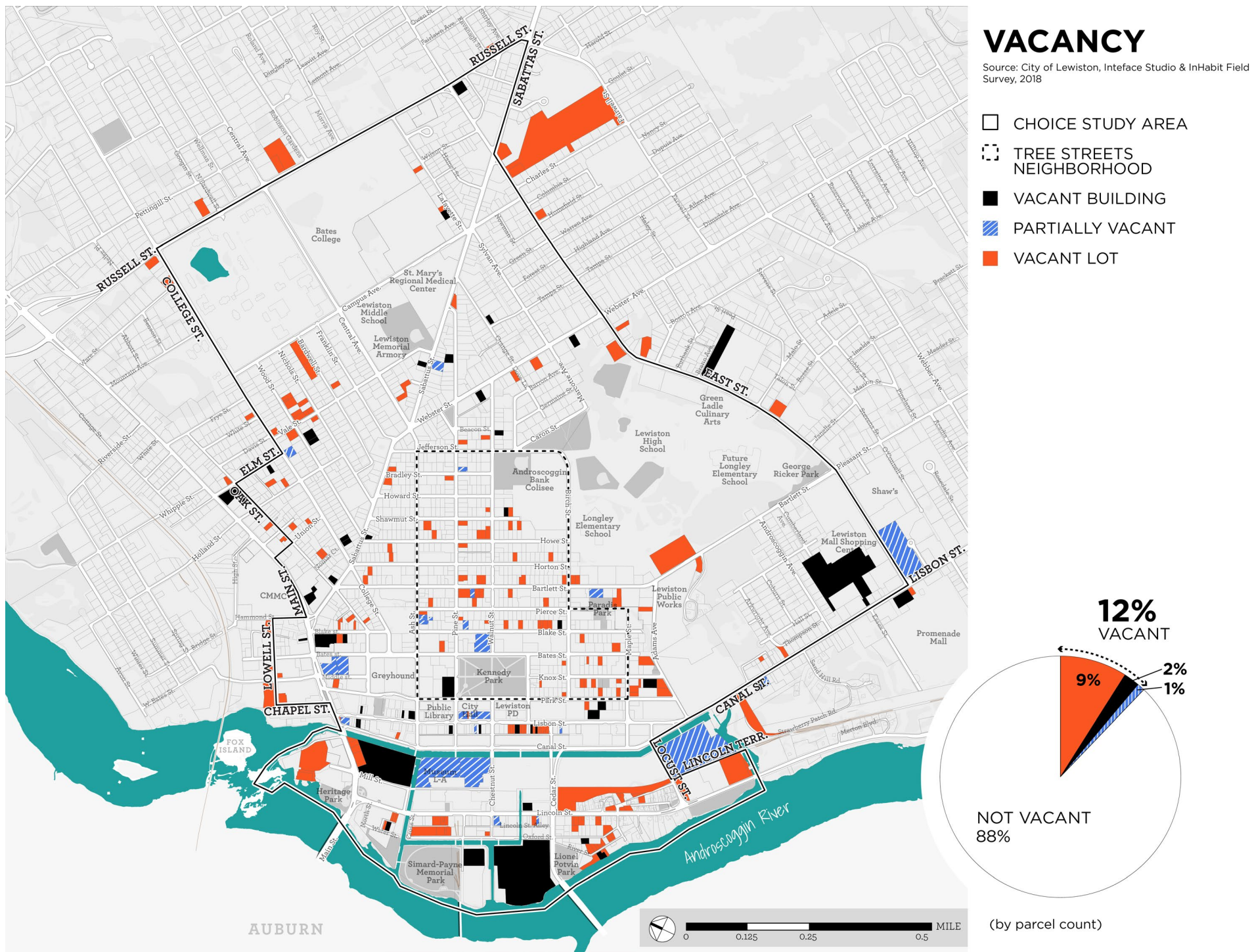


Figure 26. Context map of parcel vacancy

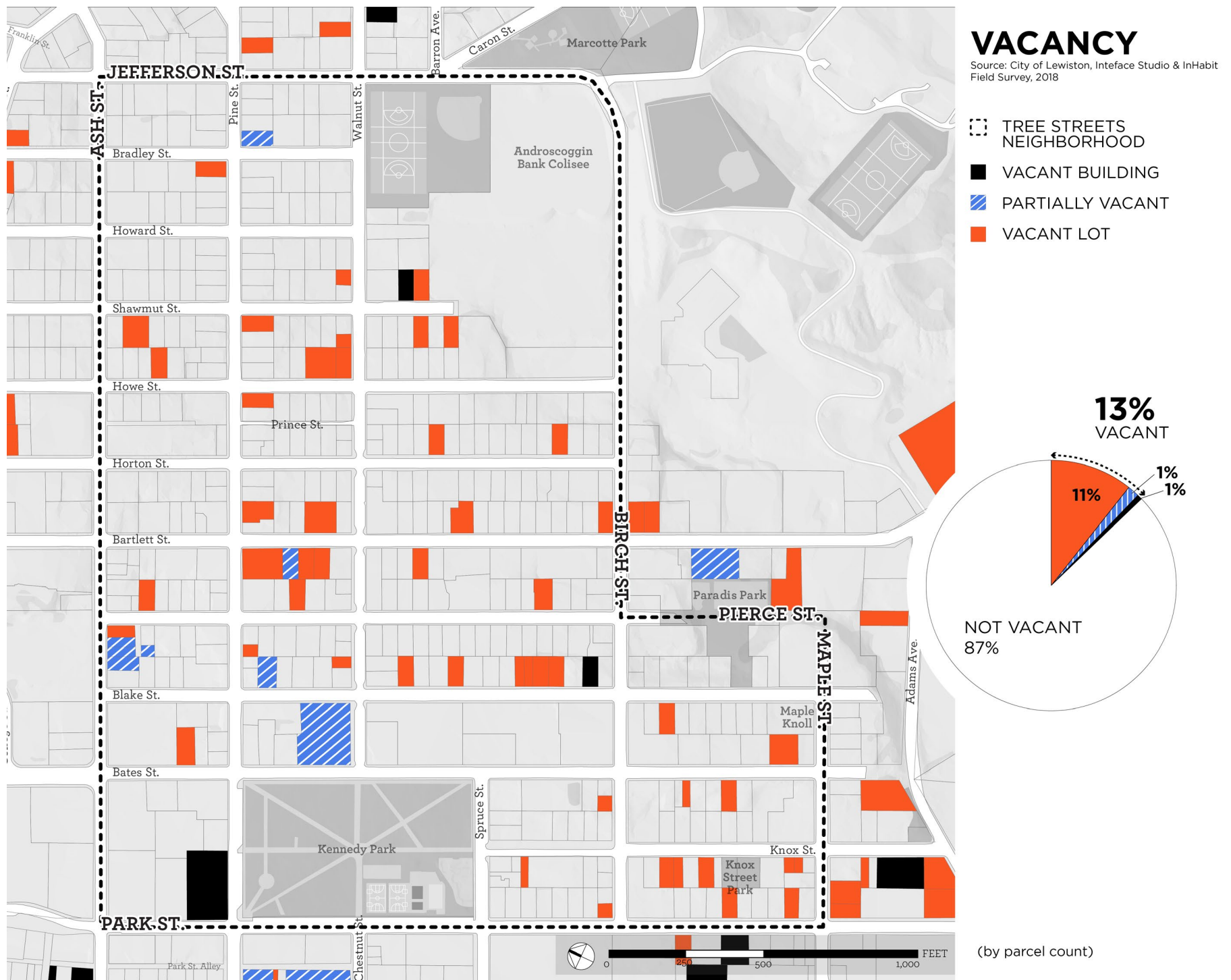


Figure 27. Map of vacancy in the Tree Streets

Building Conditions

The planning team conducted a field survey of exterior building conditions in 2018, which found that buildings in the Tree Streets are more distressed than those in the larger Choice Neighborhood Study Area.

- › 1% of buildings in the Tree Streets are Failing
- › 27% are Distressed
- › 37% are in Fair condition
- › 26% are in Good condition
- › 9% are in New or Excellent condition

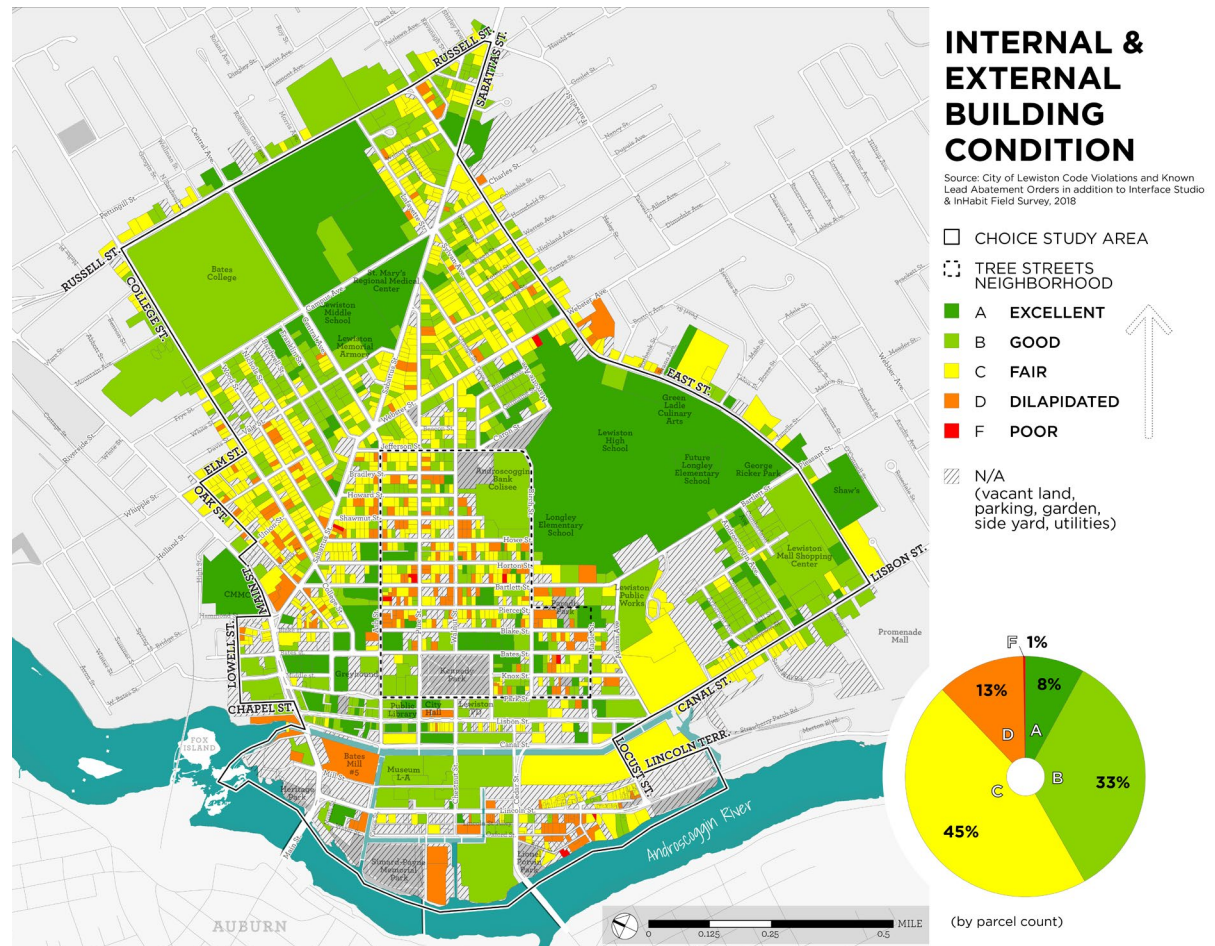


Figure 28. Map of building conditions in the Choice Study Area

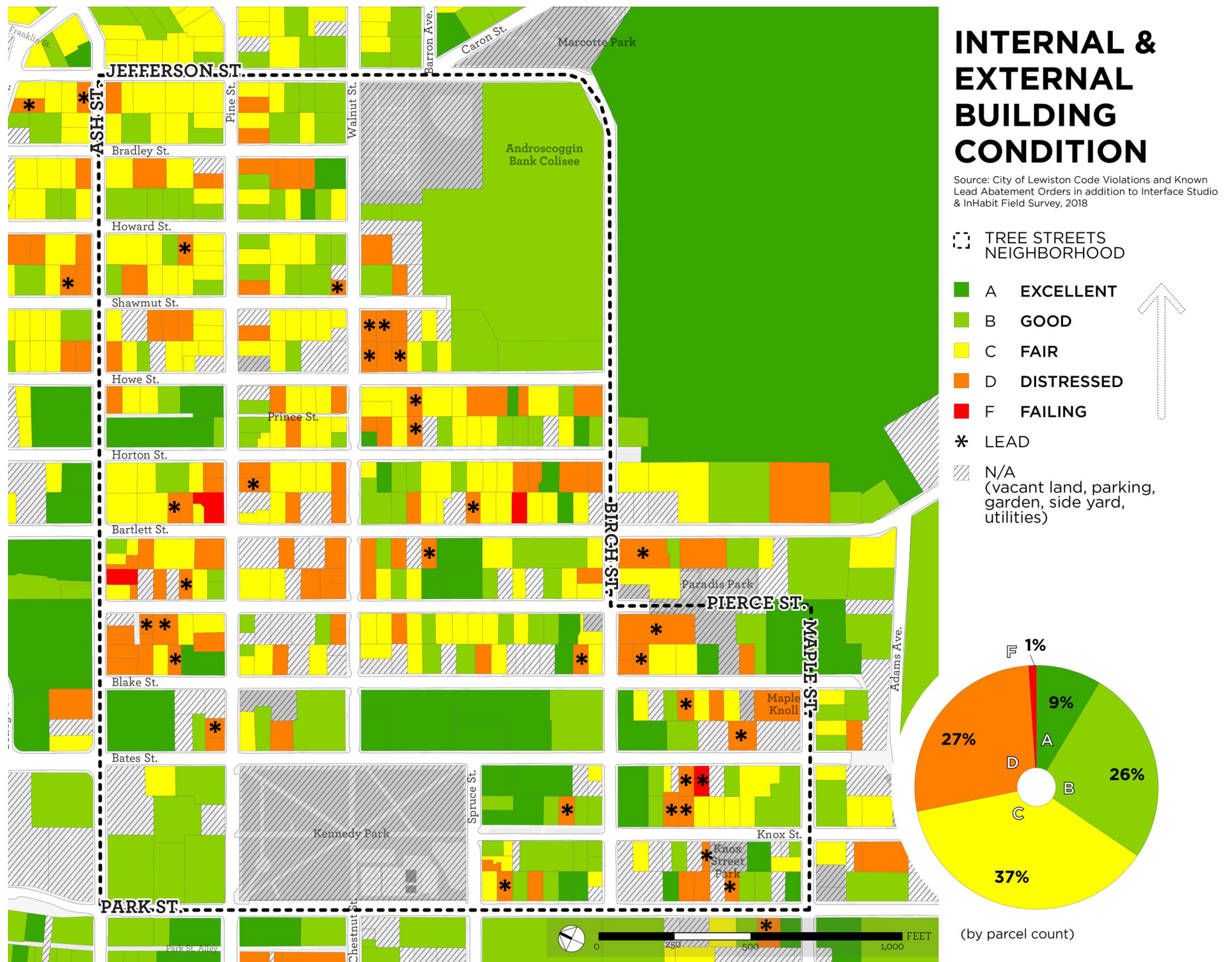


Figure 29. Map of building conditions in the Tree Streets Neighborhood

- * **67%** of the housing units were built prior to 1950 when the presence of lead in buildings is presumed, posing risks of lead poisoning, particularly for children.



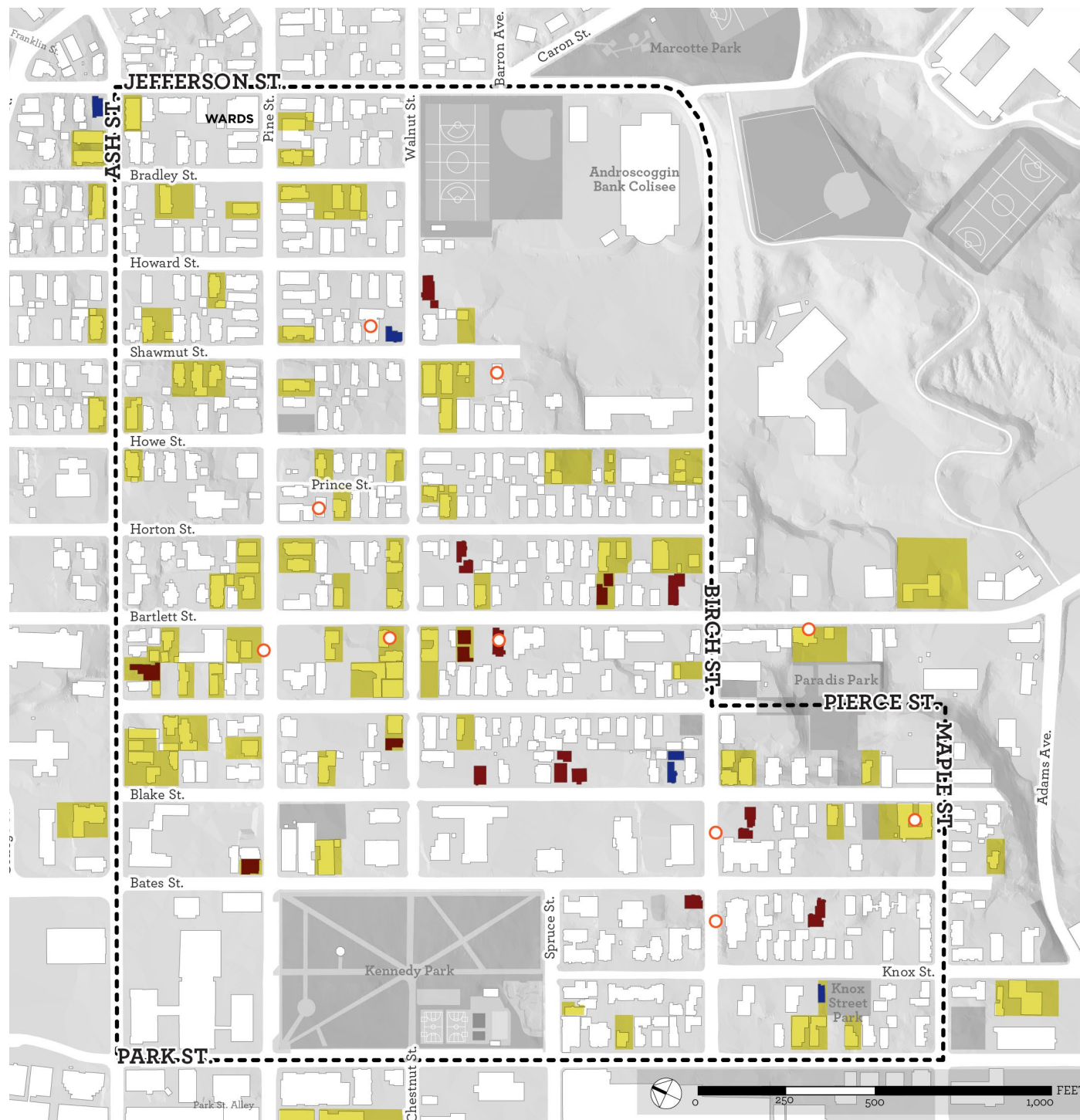
As noted above, 67% (1,451) of the neighborhood's housing units were built prior to 1950,¹⁷ when the presence of lead in buildings is presumed. More than three quarters (78%) of the neighborhood's housing units (1,698) were built prior to 1970 and the 1978 legislation that banned the use of lead-based paint in housing. The majority of the housing stock therefore present risks of lead poisoning, particularly for children. At the time of this study, there were 33 properties with 208 dwelling units in the Tree Streets with open Lead Abatement orders.

¹⁷ 2018 estimates from Claritas, Ribbon Demographics

Based on input from residents and investors about the significant deterioration of building interiors not perceptible via a windshield survey, the planning team reviewed Notices of Code Violations provided by the City for all properties that received five or more violations within the past three years. The planning team integrated data related to significant structural violations in the building condition analysis, along with data tracking lead abatement orders on properties in the neighborhood.

Additional input from residents indicated specific and common issues with:

- › Pest infestations
- › Lack of maintenance
- › Lack of heat and proper insulation
- › Overcrowding
- › Strained landlord relationships
- › Nuisances such as noise, drunkenness, and fear of crime/violence



PROBLEMATIC HOUSING

Source: HNPC, Francis Eanes from Bates College, City of Lewiston, Interface & InHabit Field Survey, 2018

TREE STREETS NEIGHBORHOOD

BUILDING CONDITION

D & F

CODE VIOLATIONS

CONDEMNED PROPERTY

5+ NOTICES OF VIOLATIONS

ADDITIONAL ISSUES
IDENTIFIED BY
NEIGHBORHOOD

Figure 30. Map of problematic housings identified by the neighborhood, the code violations and the building conditions analysis

Architectural Character and Urban Design

The buildings within the Tree Streets are varied in their design and style, from iconic and ornate to simple and functional, from traditional to modern. Residents are proud of the neighborhood's character and its inventory of historic buildings. They appreciate the triple-deckers as a key building block of the neighborhood fabric, and how they have proved adaptable over time.

There is a desire for new buildings that reference the existing buildings and character of the neighborhood, but with fresh though not necessarily modern adaptations. Many existing buildings in the neighborhood do not meet the needs and desires of current families. Over the course of the planning process, neighborhood residents voiced:

- › A concern for health and safety, above all else, in response to lead poisoning, fires, and unsafe upper floor window openings, all of which have contributed to tragedies in the neighborhood
- › A desire for larger units with more bedrooms for families with children to be located on the lower floors, with smaller units located on upper floors for households without children
- › A desire for safe outdoor space, be it private or shared

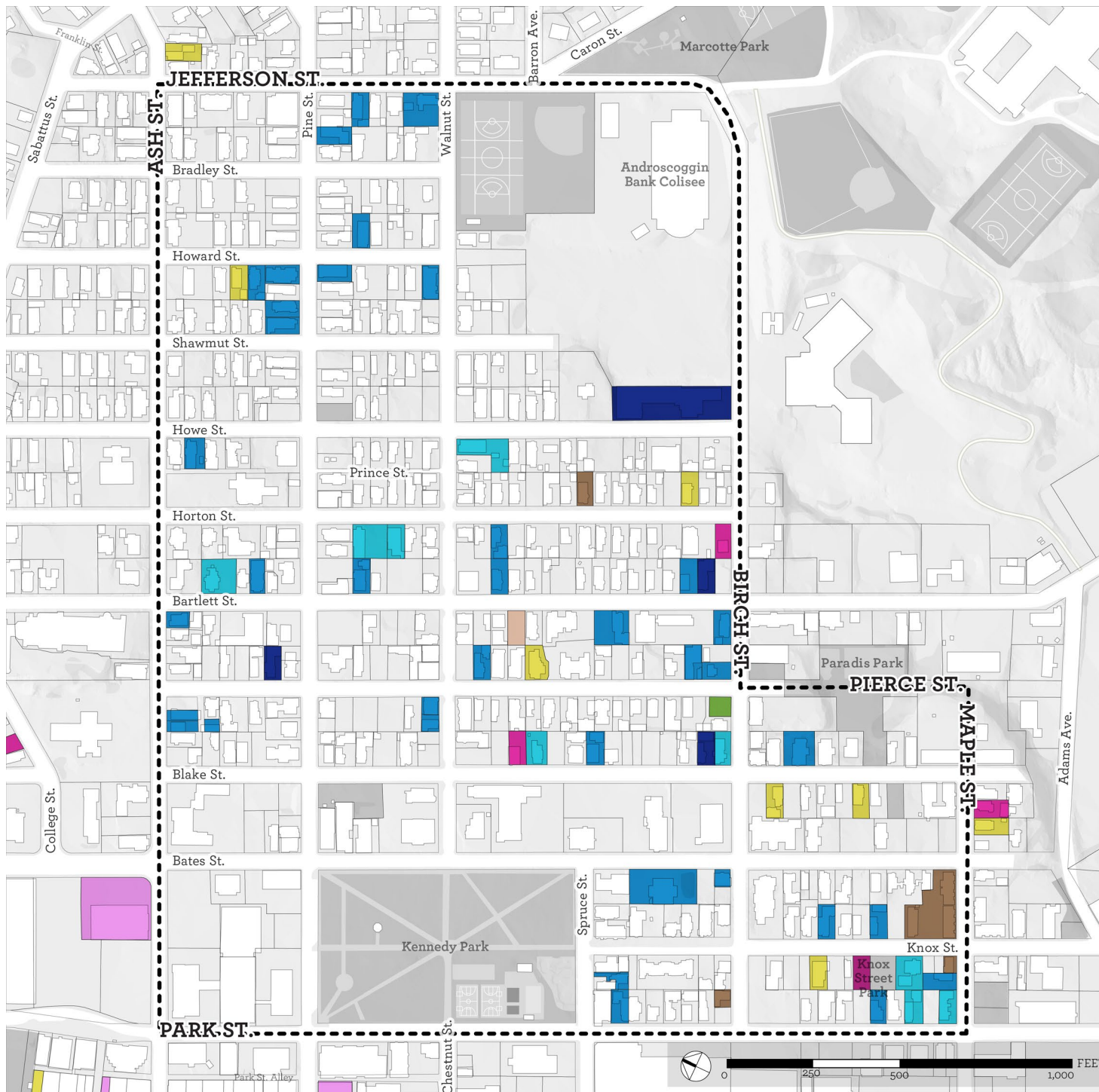
Recent development in the neighborhood offers some lessons learned in respect to proposed new construction. New construction efforts have fallen short in their lack of architectural detail, color, or character, their lack of places for the community to interact, their many curb cuts, and the amount of space dedicated to off street parking lots.

Building and urban design elements that add visual character prized by residents include:

- › Varied roof lines, building materials, and color
- › Detailing at entryways, roofs, cornices, windows, and corners
- › Porches and balconies with eaves and columns
- › A range of styles and sizes to accommodate different household types
- › Trees and greening; landscaping that is durable and low-maintenance
- › Unobstructed sidewalks for improved walkability
- › Buildings that meet the street, but do not overly crowd the sidewalk
- › Plans for how to handle snow in winter months
- › Use of passive solar and sustainable building techniques

Building and urban design elements that detract from the neighborhood's visual character include:

- › Blank facades with few windows or limited detailing
- › Lack of individuality or identity
- › Grey and beige color schemes
- › Gaps between structures that are either too tight or too far apart
- › Large parking areas that disrupt the street wall



RECENT BUILDING PERMITS

Source: Building Permit Data from City of Lewiston, July 2015 - June 2018

TREE STREETS NEIGHBORHOOD

RENOVATION

- BOTH EXTERIOR & INTERIOR
- EXTERIOR
- INTERIOR

UTILITIES

- INSTALL GAS
- INSTALL WATER & SEWER
- PLUMBING

OTHER

- COMMUNITY GARDEN
- SIGNAGE
- FENCE

Figure 31. Recent Building Permits Map

Maple Knoll

The City's records indicate that Maple Knoll was originally constructed in 1900 as two four-story wood structures. The buildings were combined in 1975 to create a single multi-family property. There are no community spaces, and the only outdoor space is the small open area between the two sides of the U-shaped structure. A 2017 Physical Needs Assessment by Harriman Architects, Engineers, and Planners and Conestco, a professional cost estimating firm, found the property to be severely deficient in each category of the assessment. The deficiencies were considered not to be remediable because of their scope and cost.

Observations and conversations during the planning process identified additional issues specific to Maple Knoll Apartments:

- › The building is not ADA compliant
- › The building is difficult to police due to multiple points of entry and lack of connectivity between the two sides of the building
- › The interior court feels unsafe because of the lack of visibility from the street and the lack of natural light
- › The public areas are restrictive and not conducive to tenant interaction; hallways are overly narrow
- › The façade is flat and blank and the massing is inconsistent with lower density single family structures adjacent and nearby.

Neighborhood Assets

The Tree Streets Neighborhood is home to a collection of assets and resources that bring people together and provide access to needed resources. Below is a list of community institutions, assets, and resources that are loosely categorized, though there is much cross over.

- › Civic Institutions:
 - › Lewiston City Hall
 - › Lewiston Police Department
 - › Lewiston Public Library
 - › Lewiston High School
 - › The new \$46M Connors Elementary School, is replacing Longley Elementary School in late 2019. This new school is situated next to the Lewiston High School, and is an ½ mile further from the neighborhood from its current location.
- › Medical:
 - › B Street Health Center
 - › St. Mary's Regional Medical Center
- › Food/Groceries:
 - › Corner stores
 - Ward's
 - Webb's
 - Poirier's
 - › Many smaller specialty shops such as Mogadishu Business Center, Italian Bakery
- › Youth-Oriented:
 - › Take2 Youth Build
 - › Root Cellar
 - › Tree Street Youth
 - › 21st Century after-school program
- › Community Non-Profits:
 - › Community Concepts
 - › Center for Wisdom's Women, Sophia's House
 - › Maine Immigrant and Refugee Services
 - › Trinity Jubilee Center
 - › St. Mary's Nutrition Center
 - › Raise-Op Housing Cooperative
 - › Healthy Homeworks
- › Social Spaces:
 - › Kennedy Park
 - › Paradis Park
 - › Knox Street Park
 - › Colisée
 - › Lisbon Street
- › Faith-based:
 - › Masjid As-Salam Mosque
 - › Basilica of Saints Peter and Paul
 - › Connect Church

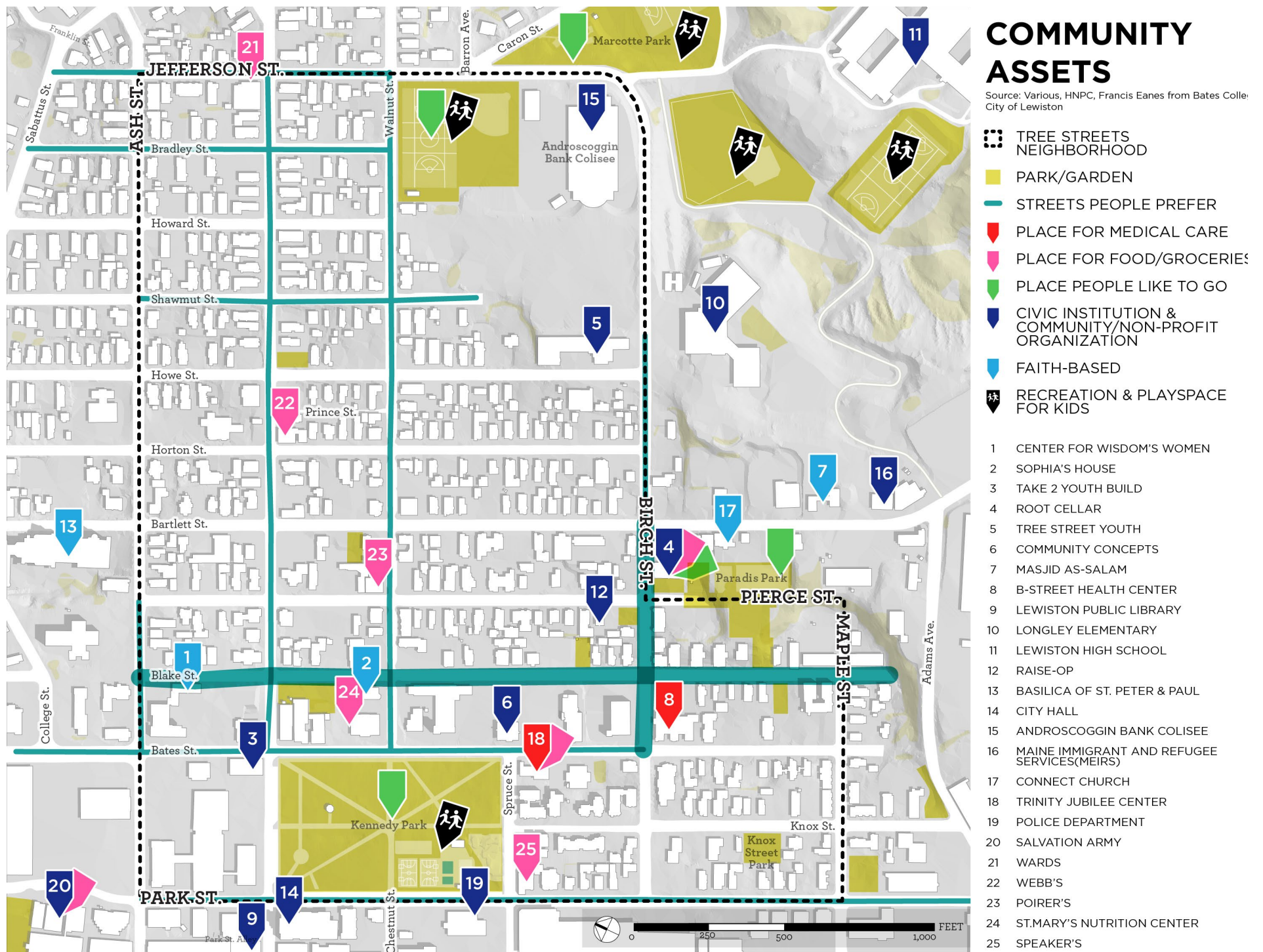


Figure 32. Community Assets Map

The main corridors connecting these assets that are heavily traveled on foot by residents include Birch, Blake, and Bartlett Streets. Secondary Streets that residents also traverse include Bates, Walnut, and Pine.

Outside of the immediate Tree Streets Neighborhood, residents also have access to resources in the Choice Study Area and Lewiston-Auburn region.

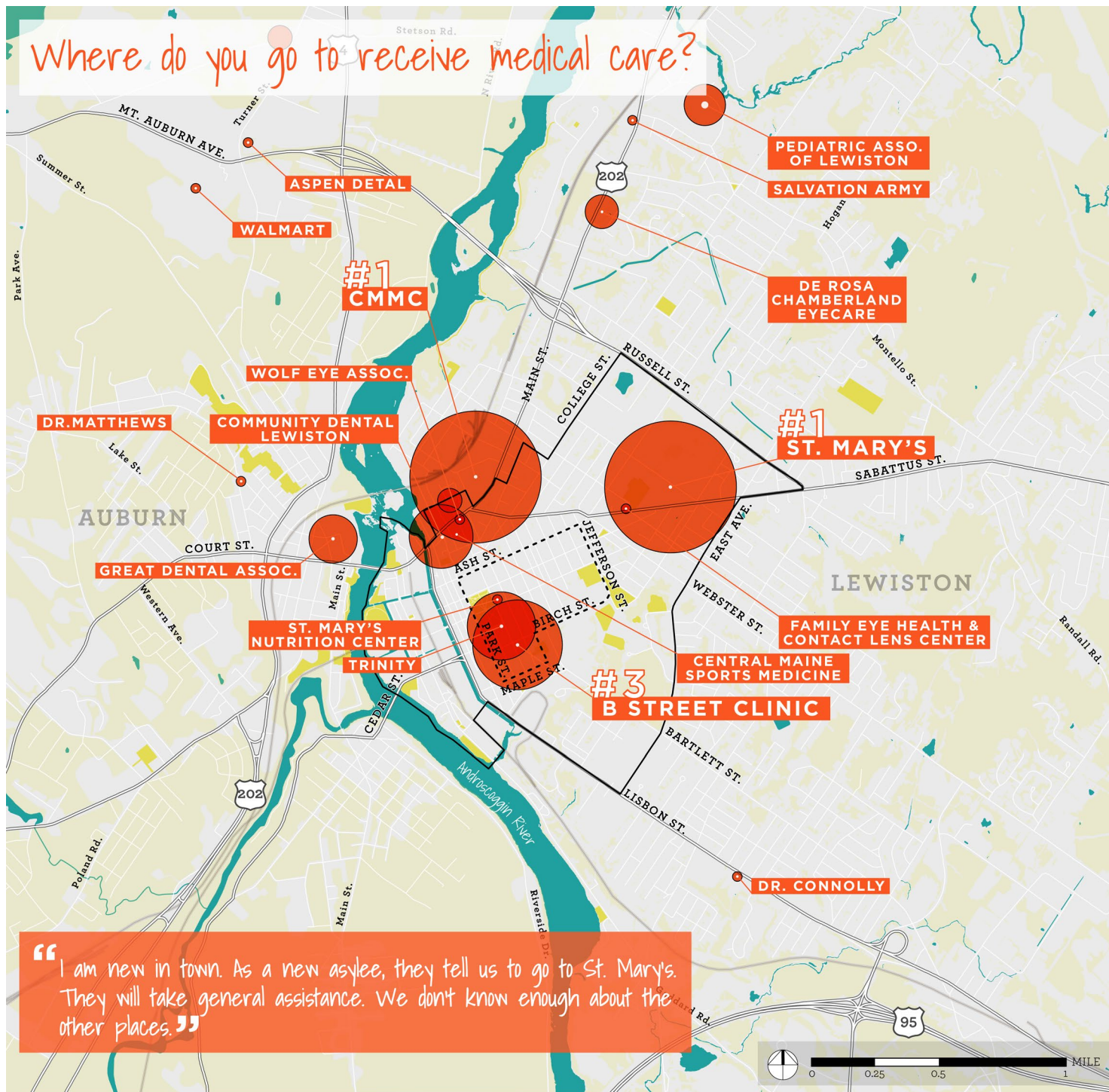
During the neighborhood mapping workshops, residents identified where people go for medical care and groceries.

For medical care, residents largely go to Central Maine Medical Center and St. Mary's Regional Medical Center. For groceries, many go to Walmart, Hannaford, Save-a-Lot, and Shaw's. However, as 40% of households do not have a car, many are reliant on the bus or a ride from family and friends to get to and from destinations outside of the neighborhood. Of course, Bates College is a major institution within the Study Area as well – a major employer, an economic engine, and a resource for research, technical assistance, and student project efforts grounded in the community.



B Street Health Center

Source: St. Mary's Health System



MEDICAL CARE

Source: HNPC, Francis Eanes from Bates College

Figure 33. Neighborhood Mapping: Medical Care

Commercial Services

Neighborhood Commercial

Several neighborhood-scale commercial businesses exist within the Tree Streets. Ward's, Webb's, Poirier's, Marham Halal, and Mogadishu Business Services provide needed goods (such as grocery items) within walking distance. Residents – especially those without access to a car – rely on these community-serving businesses to meet their basic needs. While these businesses play an important role in the neighborhood, some of them – particularly those that sell alcohol – are also locations of nuisance activity, appearing amidst the hotspots of property and violent crime in Figures 40 and 41.

Residents have also expressed concerns that the goods available within the neighborhood are often neither fresh nor price-competitive compared to the grocery stores further afield, such as Save-A-Lot and Shaw's at the edge of the Choice Study Area or Walmart and Hannaford's across the River in Auburn. Indeed, the need and desire for fresh, affordable food within walking distance of the Tree Streets remains strong, and The Reinvestment Fund has classified the Tree Streets as a "Low Supermarket Access" (LSA) Area – the only neighborhood to receive this designation in the whole City.

"I shop at Save-A-Lot because of variety, cost, proximity to Downtown. I would go to Walmart if they sold African food at a lower price. I walk to Mogadishu for culturally-specific products."



Mogadishu Store

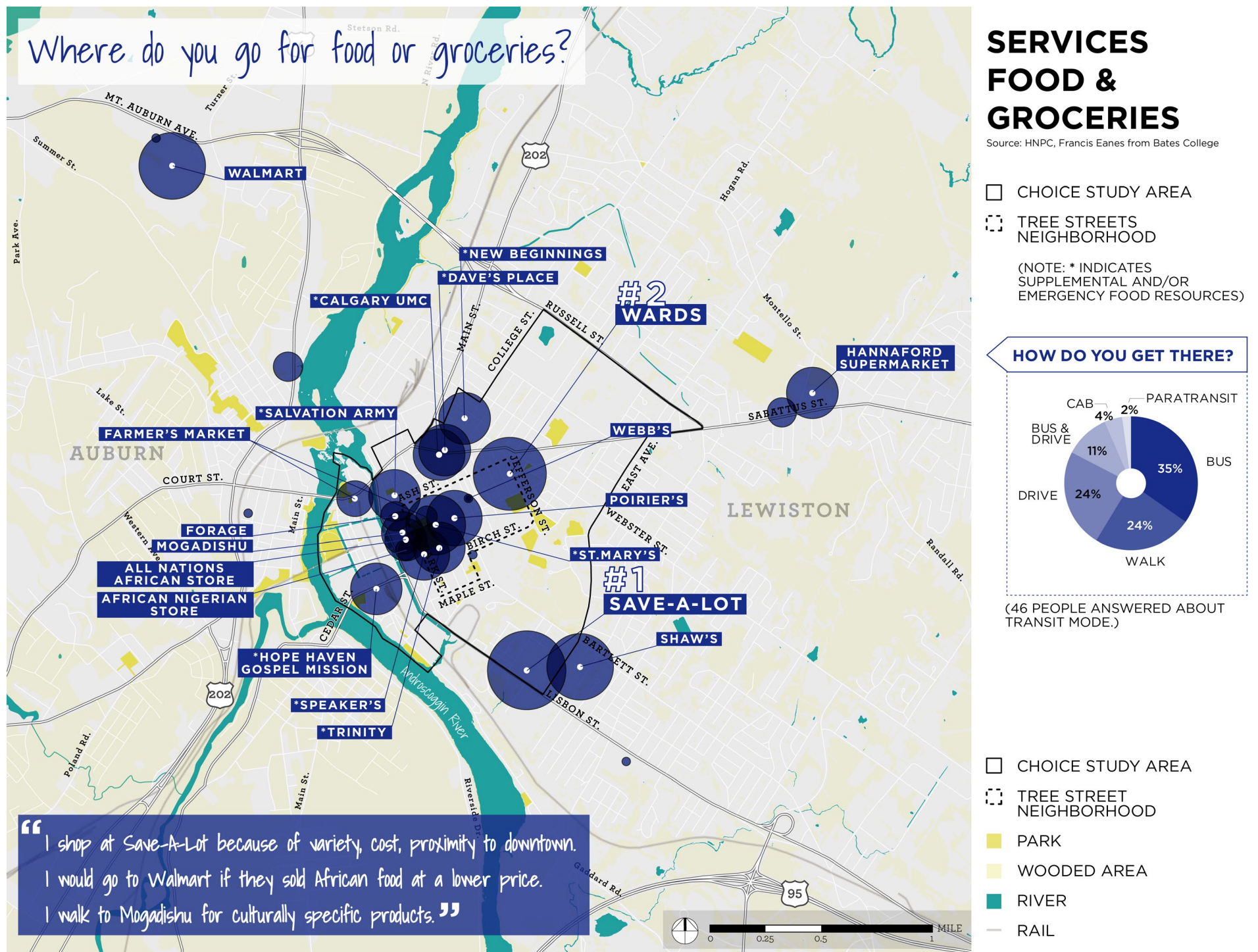


Figure 34. Neighborhood Mapping: Food & Groceries



Heart & Soil Garden



Efforts to Increase Access to Fresh Affordable Food

The St. Mary's Nutrition Center brings people together to collectively imagine and build a just food system and healthy community. Its work is built on the belief that expanding access to healthy, local food is a critical strategy for building resiliency. The Nutrition Center uses good food as a tool for community building, leadership and youth development, and neighborhood revitalization. Starting with the first community garden in 1999, the Nutrition Center is a part of St. Mary's Regional Medical Center's 130-year commitment to the health of our community. Key programs include:

- › **School garden and cooking programs** in 90 classrooms through hands-on activities in the classroom, cafeteria, and outdoor learning spaces;
- › **Urban community gardens**, supporting 175 households in growing their own food;
- › **Cooking skills and nutrition education** programs for over 350 adults;
- › Intensive leadership development, skill-building, and **job training for 60+ youth and young adults**;
- › **Year-round Lewiston Farmers' Market**, the Good Food Bus mobile market with several locations in the Tree Streets, and related food access and "market incentive" programs; and
- › **Emergency food distribution** that serves 1000+ people per week at the Food Pantry.

Trinity Jubilee Center also works to increase access to nutritious food in the neighborhood through several programs:

- › Meals Program, which serves a free hot lunch six days a week to an average of 80 to 100 people
- › Summer Food Program, which serves free breakfast and lunch to children during the course of summer vacation
- › Food Pantry, open one a week, which serves nearly 200 households per week – mostly working families struggling to make ends meet



Source: Trinity Jubilee Center

- * **21%** of parcels along Lisbon Street still have vacant ground floor commercial space or are a vacant lot.



Lisbon Street

With its location adjacent to Downtown Lewiston, the Tree Streets have excellent access to Lisbon Street, Lewiston's main mixed-use commercial corridor. There are more than 75 local businesses along the stretch of Lisbon Street next to the Tree Streets Neighborhood. One-third are offices or co-working spaces, 17% are professional services, and 16% are retail. Based solely on the names of the businesses, it appears that at least 14 of these businesses are Somali-owned, catering to New Mainers with specific foods and services sought by the local immigrant and refugee population.

Investment activity is visible on Lisbon, in part through the mix of businesses offering a blend of local and global flavors, products, and experiences, and in part due to the City's targeted commercial grant and loan programs to revitalize the area. The most visible recent redevelopment project is the major reconstruction of the Hartley Building, between Pine and Ash Streets on Lisbon, that brings 63 mixed-income apartments atop 4,000 square feet of new retail space.

While 59% of the ground floor spaces on Lisbon Street contain active commercial businesses, vacancy persists. One out of five parcels along the corridor still have a vacant ground floor commercial space or host a vacant lot. Interviews with business owners suggest businesses along the corridor would benefit from more integration and efforts to encourage customers to explore goods and products across cultural lines.

"There's not much interaction between the Somali restaurants and businesses and the businesses on this end of Lisbon Street. There are a lot of bubbles here."





Lisbon Street

*The five
5 reasons
to buy local*

1. LOCALLY GROWN ART TASTES BETTER
2. LOCAL ART IS BETTER FOR YOU
3. LOCAL ART PRESERVES CULTURAL DIVERSITY
4. LOCAL ART IS SAFE
5. LOCAL ART BUILDS COMMUNITY

 **Chill Yoga**
a cool place to learn, to practice, to chill

FORGE MARKET

Bates Mill Complex

Crossing the canal, much of the historic Bates Mill complex has been redeveloped through adaptive reuse to welcome a mix of uses, from restaurants and breweries, to office space and housing for a mix of incomes. On market days, the Farmers' Market utilizes the open space adjacent to the former mill building fronting on Main Street, the Albert Kahn designed Bates Mill Number 5. Of the Bates Mill Complex, it is only Building 5 that has yet to be brought back to life through adaptive reuse.



One of the renovated Bates Mill Complex



Bates Mill #5

Source: Sun Journal

- * **Everyone in the Tree Streets** Neighborhood lives within a **five-minute** walk of at least one neighborhood park or open space asset.



Open Space & Environment

Parks, Open Space, and Recreation

The Tree Streets Neighborhood has access 17 acres of park space within the neighborhood boundaries. Geographically speaking, everyone who lives in the Tree Streets Neighborhood lives within a five-minute walk of at least one neighborhood park or open space asset. These amenities in the neighborhood include:

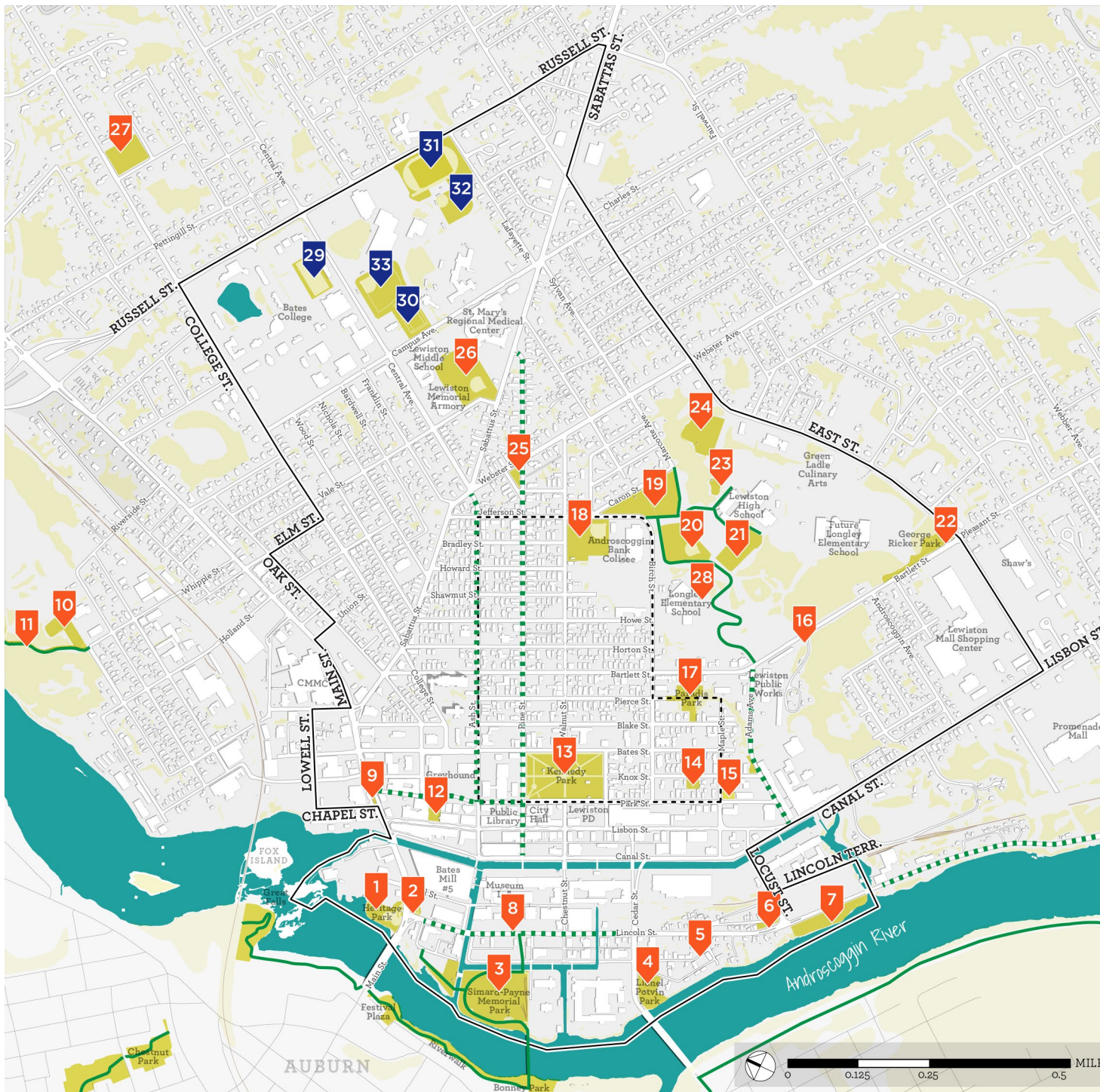
- › **Kennedy Park** (8.54 acres) – the green heart of the community, with mature trees and formal pathways as well as a blend of passive spaces and active play areas with a skate park, pool, basketball court, and playground; though this space is beloved, it is also the site of violence and trauma in recent memory, which detract from the shared sense of public safety in the park
- › **Paradis Park** (1 acre) – a low-lying park space with a playground, sports court and ballfield; recent improvements to the steep slopes surrounding the park have enhanced access, but the park's location in a bowl renders it invisible from most adjacent vantage points and makes the space vulnerable to illicit activities
- › **Knox Street Park** (.16 acres) – a small playground on an otherwise densely populated street, which community members envisioned and worked with the City to implement



- › **Drouin Field** (3.5 acres) – a fenced soccer field that will be improved and potentially reprogrammed following upgrades to the grounds of Lewiston High School, which are currently underway
- › **Marcotte Park** (3.6 acres) – a passive park and universally accessible playground on a hill above the Tree Streets, overlooking Downtown Lewiston and Auburn
- › **Lewiston Public School Grounds** (~30 acres) – much of it sloped/wooded, but laced with trails and interspersed with open space amenities, from sports fields to playgrounds, a garden, and a proposed sledding hill

In addition to the formal parks in the Tree Streets Neighborhood, there are also five community gardens and three community-maintained green spaces (see Figure 66 on Page 189).





PARKS & OPEN SPACE

Source: City of Lewiston

- CHOICE STUDY AREA
- TREE STREETS NEIGHBORHOOD
- OFF-STREET RECREATIONAL PATH
- ON-STREET BIKE LANE
- WOODED AREA
- PARK & OPEN SPACE

- HERITAGE (VETERANS MEMORIAL) PARK
- LAURIER T. RAYMOND, JR. GATEWAY PARK
- SIMARD-PAYNE POLICE MEMORIAL PARK
- LIONEL POTVIN PARK
- SAINT MARY'S PARK
- COUTURE PARK
- GAS LIGHT PARK
- CHILDS LINEN PARK
- HEWLETT SQUARE
- SUNNYSIDE PARK
- RIVERSIDE GREENWAY PARK
- JUDGE ARMAND A. DUFRESNE, JR. PLAZA
- KENNEDY PARK & SKATE PARK
- KNOX STREET PARK
- LEWISTON DOG PARK
- CHASSE PARK GREENSPACE
- MARK W. PARADIS PARK
- DROUIN FIELD & FLEURETTE FIELD
- MARCOTTE PARK
- UPPER FRANKLIN SOFTBALL LEAGUE
- LHS PRACTICE FIELD
- GEORGE RICKER PARK
- LEWISTON CHALLENGE ROPES COURSE
- FRANKLIN PASTURE TENNIS COURTS
- LEEDS PARK
- LEWISTON ATHLETIC PARK (LAP)
- PETTINGILL SCHOOL PARK
- LONGLEY PLAYGROUND
- GARCELON FIELD
- CAMPUS AVENUE FIELD
- RUSSELL STREET FIELD
- LAFAYETTE STREET FIELD
- LEAHEY BASEBALL FIELD

Figure 35. Map of Parks and Open Space

Within the larger Choice Study Area, residents have access to:

- › **Lewiston Memorial Armory** – an indoor recreation facility with subscription youth and adult programming offered at a fee, and thus out of reach of many neighborhood youth
- › **Heritage Park** – a scenic, landscaped passive park and memorial overlooking the Great Falls of the Androscoggin, directly across the River from Downtown Auburn
- › **Simard-Payne Memorial Park** – a riverfront park on the banks of the Androscoggin and frequently the site of pick-up soccer games.
- › **Lionel Potvin Park** – a riverfront park primarily serving the Little Canada neighborhood. Recent investments in the play equipment are evident, including new swings and a jungle gym.
- › **YWCA** – a recreation center located on East Avenue, across from the Lewiston High School. Programming offered includes an aquatic program, cross cultural exchange programs, after school programs and summer camp.

The main gap in the park and recreation system is accessible, affordable year-round recreation space. During the long winter months, neighborhood youth – and residents of all ages – have few places where they can go to play and exercise.

- * The main gap in the park and recreation system is accessible, affordable year-round recreation space.



Great Falls Balloon Festival at Simard-Payne Memorial Park

Source: CentralMaine.com

Tree Cover

While known locally as the Tree Streets neighborhood, there is a notable lack of trees in the Tree Streets Neighborhood. Only eight percent of the neighborhood has tree cover, well below the recommended urban tree canopy for healthy neighborhoods. Only two blocks of Horton and one block of Bates Street are lined with street trees. While the existing right of way as currently configured limits traditional tree plantings along the sidewalk, there are opportunities to increase the number of trees in the Tree Streets on both public and private properties, thus improving tree canopy as well.

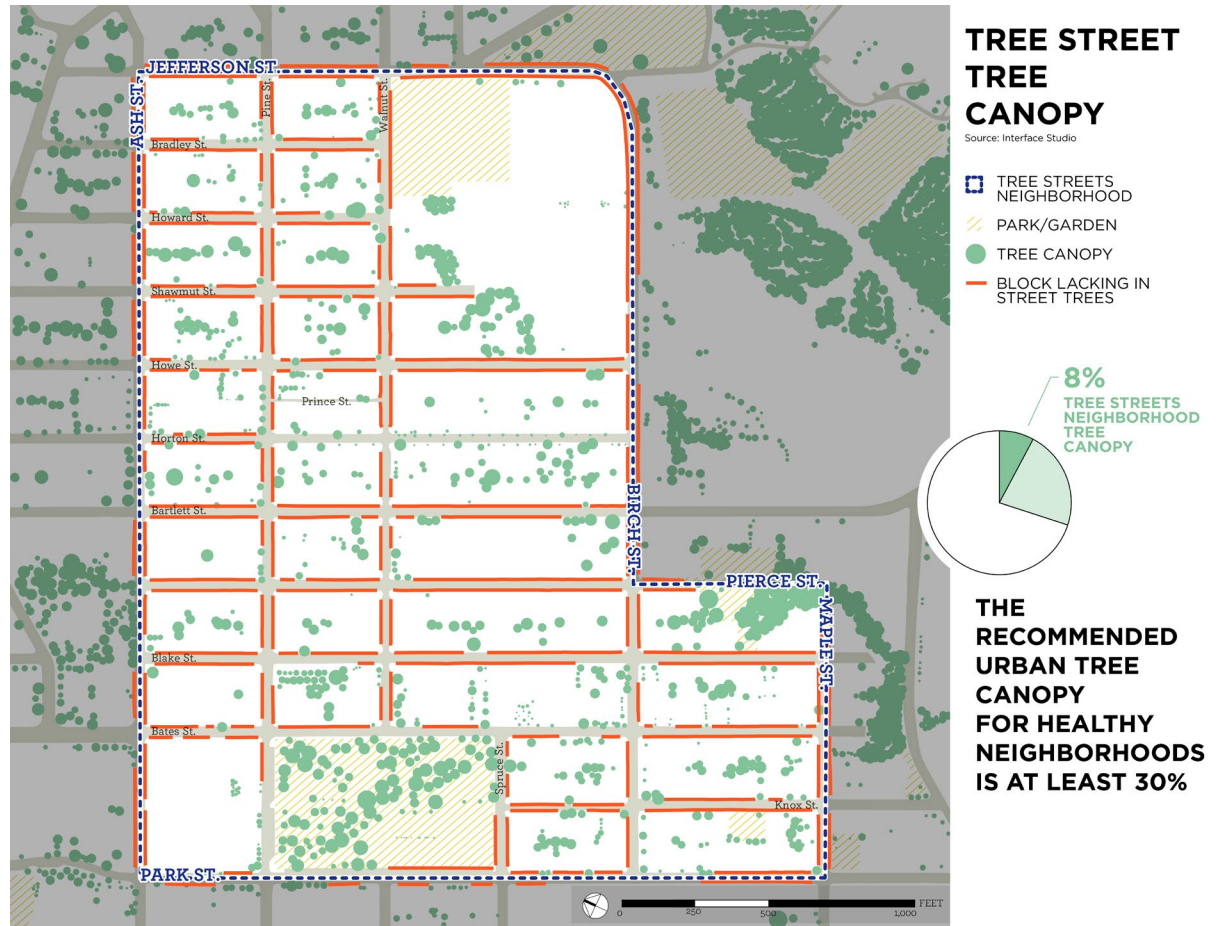


Figure 36. Map of tree canopy in the Tree Streets Neighborhood

Topography

The elevation in the neighborhood varies. There is a difference of more than 70 feet in elevation from the high point on the neighborhood's north side at Ash and Horton to its lowest points along the southern edge of the neighborhood in Paradis Park and at Maple and Park Streets. Hills in the neighborhood contribute to views, but also create several steep slopes and resulting bowls or low-points, the most notable being Paradis Park. From most vantage points, Paradis Park is invisible from the neighborhood, and can attract criminal activity to the thick woods lining the park's edge. Though recently improved with riprap, the steep ledge can also be dangerous for small children.

Stormwater

Until recently, much of the neighborhood was part of a combined sewer overflow system. The city has actively been separating combined stormwater and sewer drainage pipes to prevent sewer waters from entering natural waterways untreated during heavy rain events. Remaining areas in the neighborhood that are still contributing to combined sewers include Pine Street from Park to Blake, Ash Street from Pierce to Horton and Bates at Walnut. Most of these are planned for separation by the City in 2021. According to city engineers, private inflow from roof drains are a major concern in the area. Any proposed development, whether in a combined or separated drainage area, should run a separate pipe to the street for roof drains, foundation drains and any site drainage.

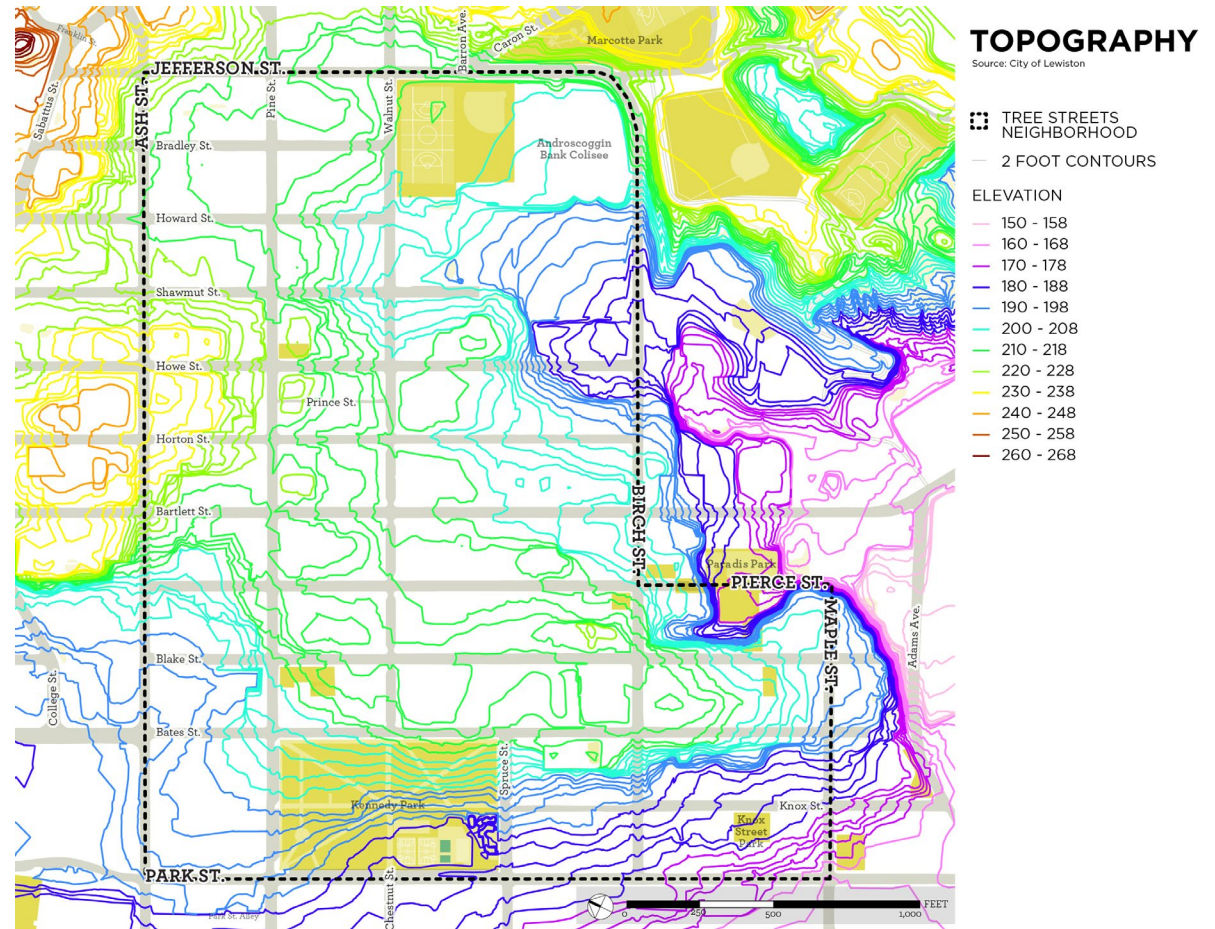


Figure 37. Map of topography

Crime & Safety

Property Crime and Violent Crime

In general, the Tree Streets Neighborhood is safe. The incidents and intensity of criminal activity – be it crimes against property or crimes against people – are often amplified by negative press coverage.

But crime in Lewiston is concentrated in the Tree Streets. Over the past three years¹⁸, 73% (4,518/6,194) of the arrests in the City occurred in the Choice Neighborhood Study Area, and 46% of citywide arrests occurred in the Tree Streets, alone. Criminal activity across the Choice Neighborhood is concentrated in the Tree Streets. Nearly two-thirds (63% or 2,833/4,518) of the arrests in the Choice Study Area occur in Tree Streets Neighborhood.

¹⁸ Data from Lewiston Police Department, January 2015 – July 2018

Incidents of property crime are clustered at Walnut and Pierce and at Horton and Pine, in close proximity to small neighborhood grocers and convenience stores, which sell alcohol. Likewise, incidents of violent crime are clustered at Walnut and Pierce, Horton and Pine, as well as Blake and Birch. The corner of Maple and Blake, where Maple Knoll is located, is a distinct hot spot.

Over the past three years, half (229/444) of the juvenile arrests citywide occurred in the Choice Study Area; 33% (145/444) occurred in the Tree Streets Neighborhood. In total, juvenile arrests in the neighborhood accounted for just five percent of all arrests in the Tree Streets, counter to the public narrative about local youth getting into trouble with the law.



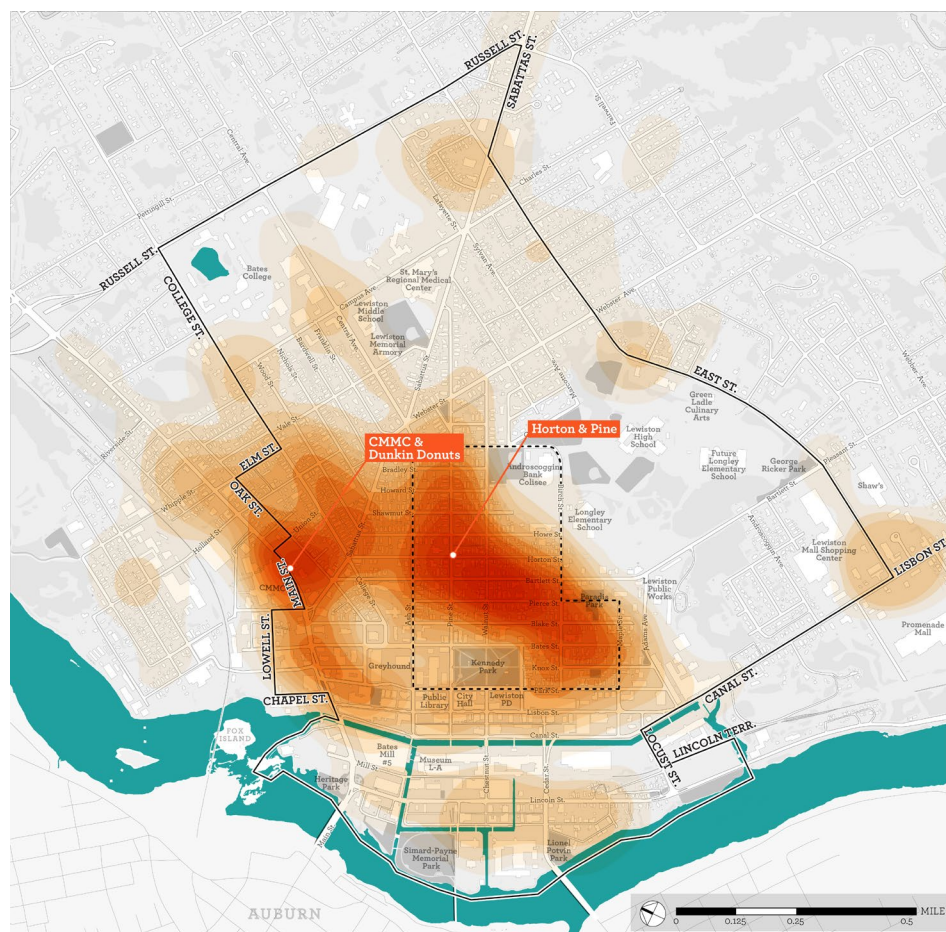


Figure 38. Map of property crimes in Choice Study Area

Source: City of Lewiston (January 2015 - July 2018)

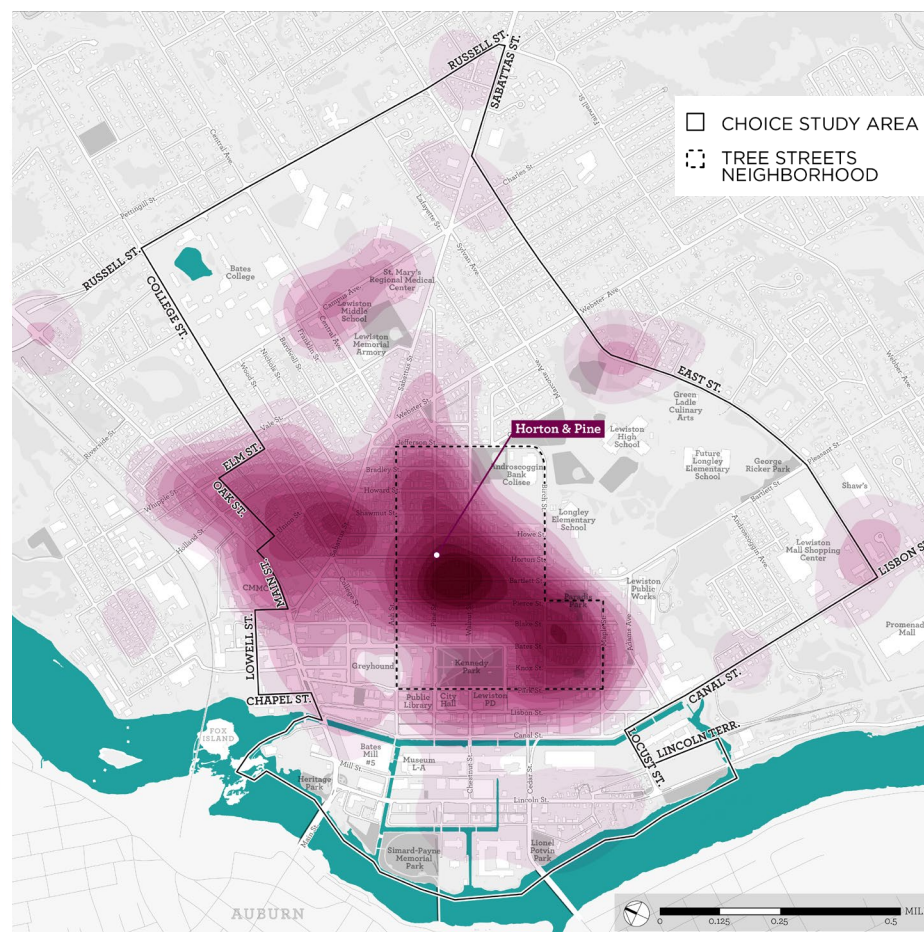
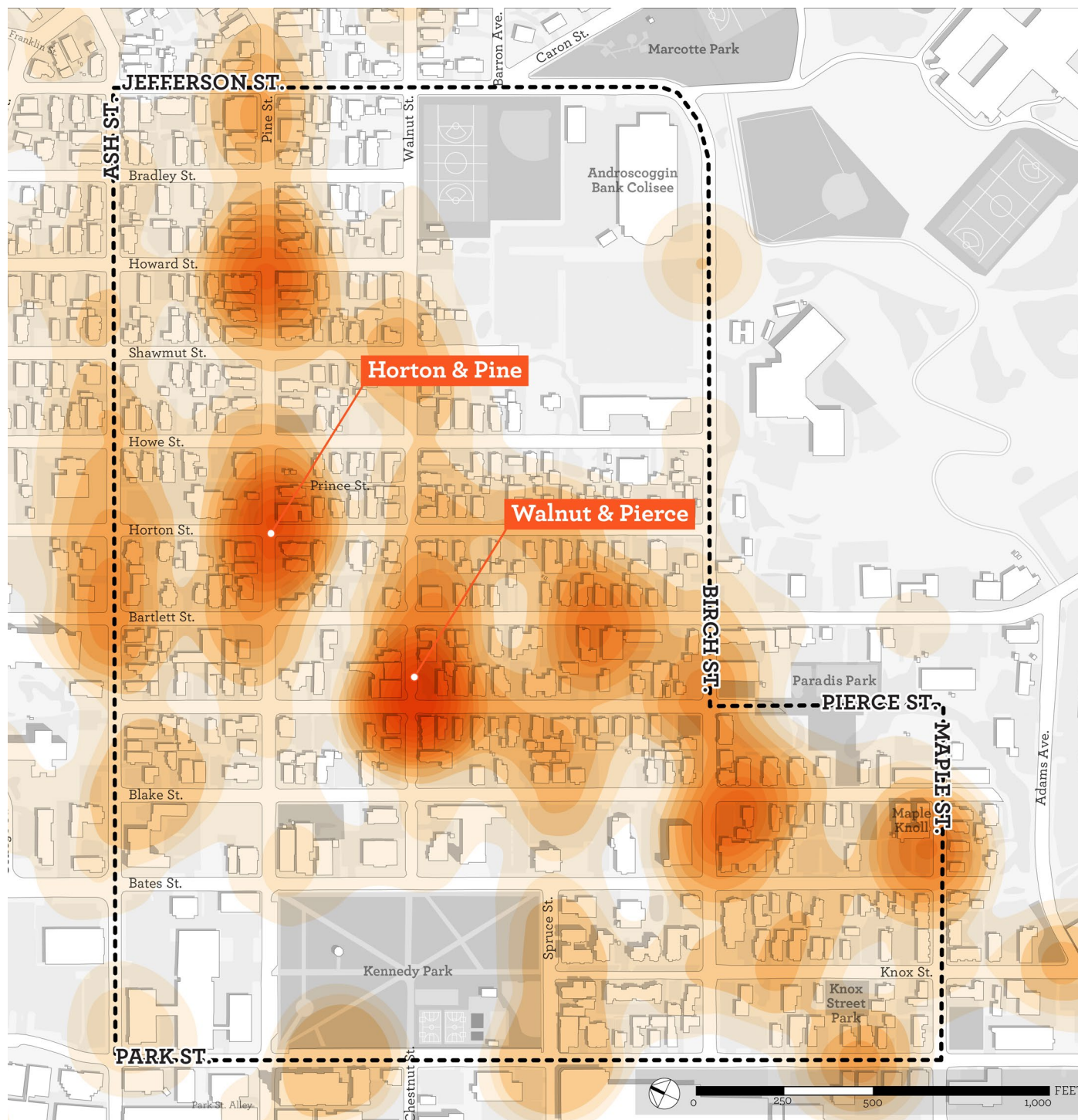


Figure 39. Map of violent crimes in Choice Study Area

Source: City of Lewiston (January 2015 - July 2018)

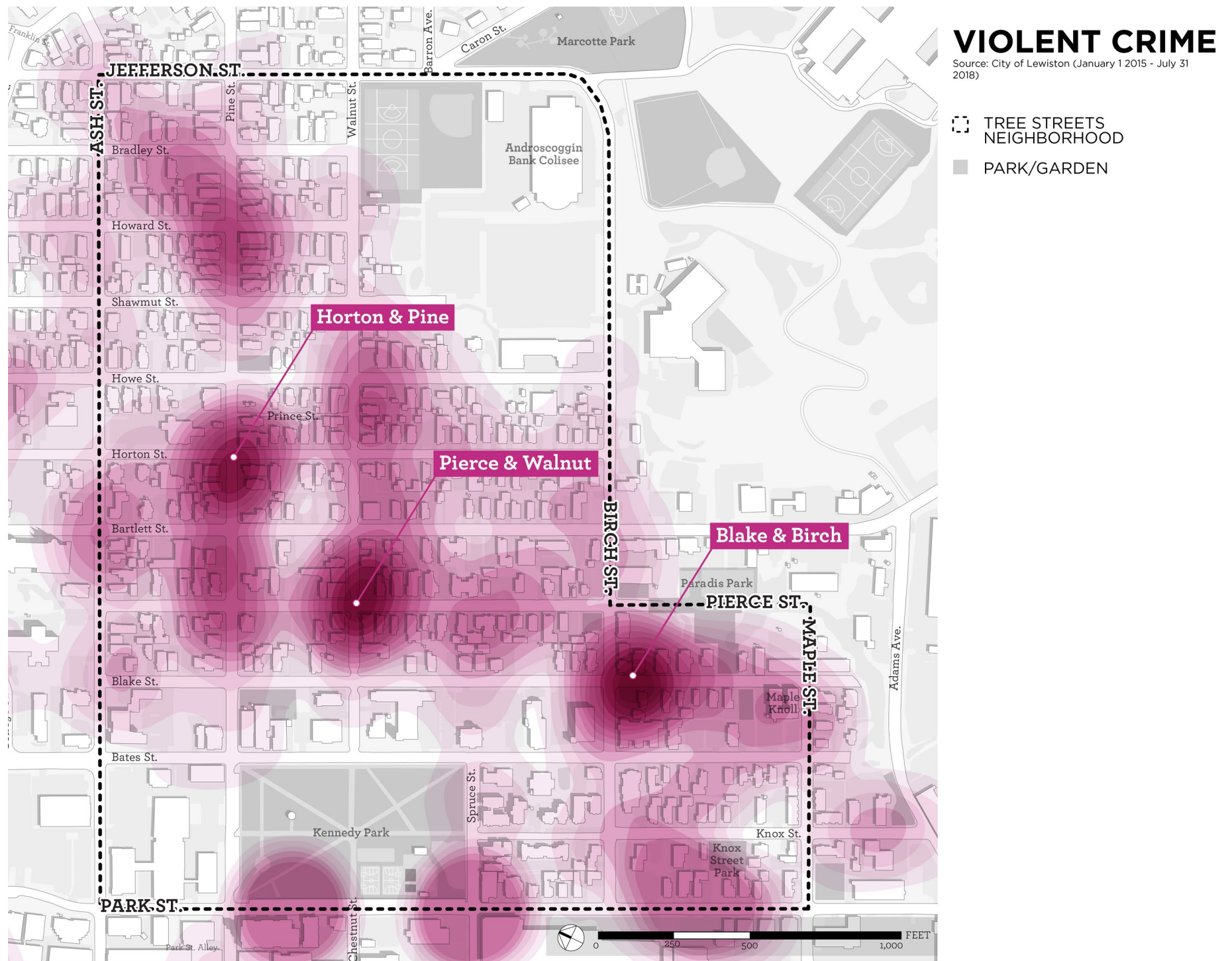


PROPERTY CRIME

Source: City of Lewiston (January 1 2015 - July 31 2018)

- ☐ TREE STREETS NEIGHBORHOOD
- PARK/GARDEN

Figure 40. Map of property crimes in Tree Streets Neighborhood



The Role of Drug Use and Addiction

As is the difficult trend in communities across the country, the Tree Streets Neighborhood is struggling with myriad challenges associated with the opioid epidemic. Data from the Lewiston Police Department illustrates that overdoses have been on the rise since 2011, with a notable 186% increase between 2015 and 2016.

The occurrences of overdoses in Lewiston are concentrated within the Choice Neighborhood Study Area and immediately to the north, though a clustering of overdoses has occurred within the Tree Streets near the intersection of Bartlett and Pine Streets. There have been 17 overdoses along Pine Street in the Tree Streets since 2011 (five percent of the total in the Choice Study Area over the past eight years) and 15 overdose-related deaths in the neighborhood in the past eight years.¹⁹

¹⁹ Data provided by Lewiston Police Department

CHOICE STUDY AREA OVERDOSE COUNT (JAN 2011 - OCT 2018)

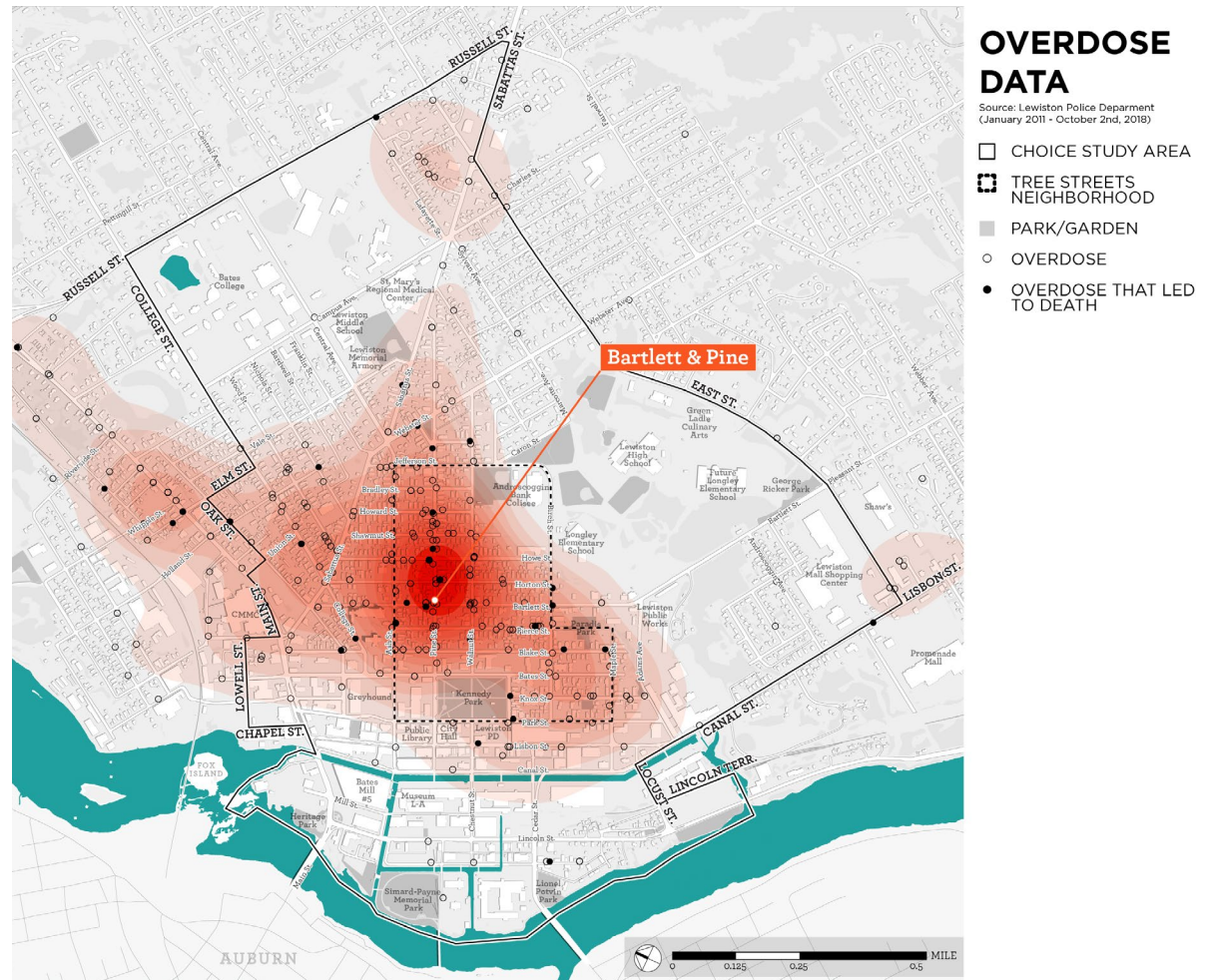
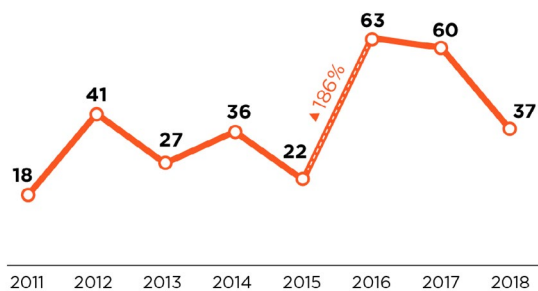


Figure 42. Density of overdoses in the Choice Neighborhood Study Area, 2011 - 2018

Perceptions of Safety

Data from Community Mapping Workshops suggest that neighbors feel unsafe in the vicinity of Knox Street and along Blake between Maple and Birch. Both locations are among the most dense residential areas. The character of the physical environment contributes to perception of and creates opportunity for crime. The Blake Street location aligns with a hotspot of violent crime and also overlaps with the Maple Knoll Apartments. Community members also reported that they avoid walking along Walnut and Pine due to concerns about public drinking, partying, sex trafficking, and sex offenders. These corridors overlap with hot spots of property and violent crime in the neighborhood.

Knox Street, however, does not align closely with the hot spots for property and violent crime. Concerns and fears tied to Knox Street may be related to an isolated but recent and traumatic altercation, which unfolded between Kennedy Park and Knox Street, spurred by racial tensions. These concerns jeopardize feelings of safety in Kennedy Park as well.

"Most of the time, we don't go out after dark, not anymore... It's because of the shootings - all drug related."

"If the park was safe, I'd spend more time there. I like it during the day, but I hate it at night."

While community members take precautions, people who know the neighborhood well also insist that greater than the public safety issue is the issue of negative public perceptions, which contribute to the overstated narrative that the Tree Streets are dangerous.

"It's not a public safety issue but that one issue that hasn't been resolved yet... We're bad at telling our own good story."

- * Incidents and intensity of criminal activity are often amplified by negative press coverage.



- * Walkability issues are heightened in wintertime, when many pedestrians opt to walk in the street due to the icy conditions of uncleared sidewalks. In addition, there is an absence of pedestrian scale lighting and a lack of well-lit crosswalks.



Circulation

The Tree Streets Neighborhood is mostly made up of a network of narrow two-way streets. They generally have a neighborhood scale and traffic pattern, with the exception of Bartlett Street, which has faster moving traffic and acts as a main city connection. There are a few one-way streets in the neighborhood - Ash, Pine, Park and Knox Streets. These streets were originally designed as two-way streets, but were reconfigured to move traffic in and out of Downtown more quickly, or in the case of Park Street, to provide more on street parking. This has resulted in streets that have wide one-way lanes that encourage fast moving traffic. Concentrations of automobile accidents can be seen at Bartlett and Pine, Bartlett and Ash, Park and Pine, and Birch and Bates.

The adoption of the City's 2013 Complete Streets Policy has helped to prioritize pedestrian and bicycle infrastructure, but there is still work to do to create safer pedestrian and bicycle experiences. The general design of streets in the neighborhood provides a slim four-foot sidewalk on both sides of the street, two on-street parallel parking lanes, and two travel lanes. The pedestrian experience on the narrow sidewalks is often obstructed by utility poles, making navigation difficult, particularly for those with limited mobility, in a wheelchair or with strollers. Walkability issues are heightened in wintertime, when many pedestrians opt to walk in the street due to the icy conditions of uncleared sidewalks. In addition, there is an absence of pedestrian scale lighting and a lack of well-lit crosswalks. Recent City improvements to Walnut Street and Bartlett Street redesigned the streets to include pedestrian bump-outs, and some planted areas.

There is a strong bike culture among neighborhood youth, but bicycle infrastructure in the neighborhood is limited. There are bike-lanes currently paired on the one-way Ash and Pine Streets, and on part of Park Street. Off-street mountain biking trails are planned for the hill between the neighborhood and Lewiston High School. Generally speaking, there is a lack of connectivity to key destinations and riverfront trail segments, and kids riding in the street are a concern for many neighborhood residents.



Pedestrians walking along the steep-sloped Bartlett Street.

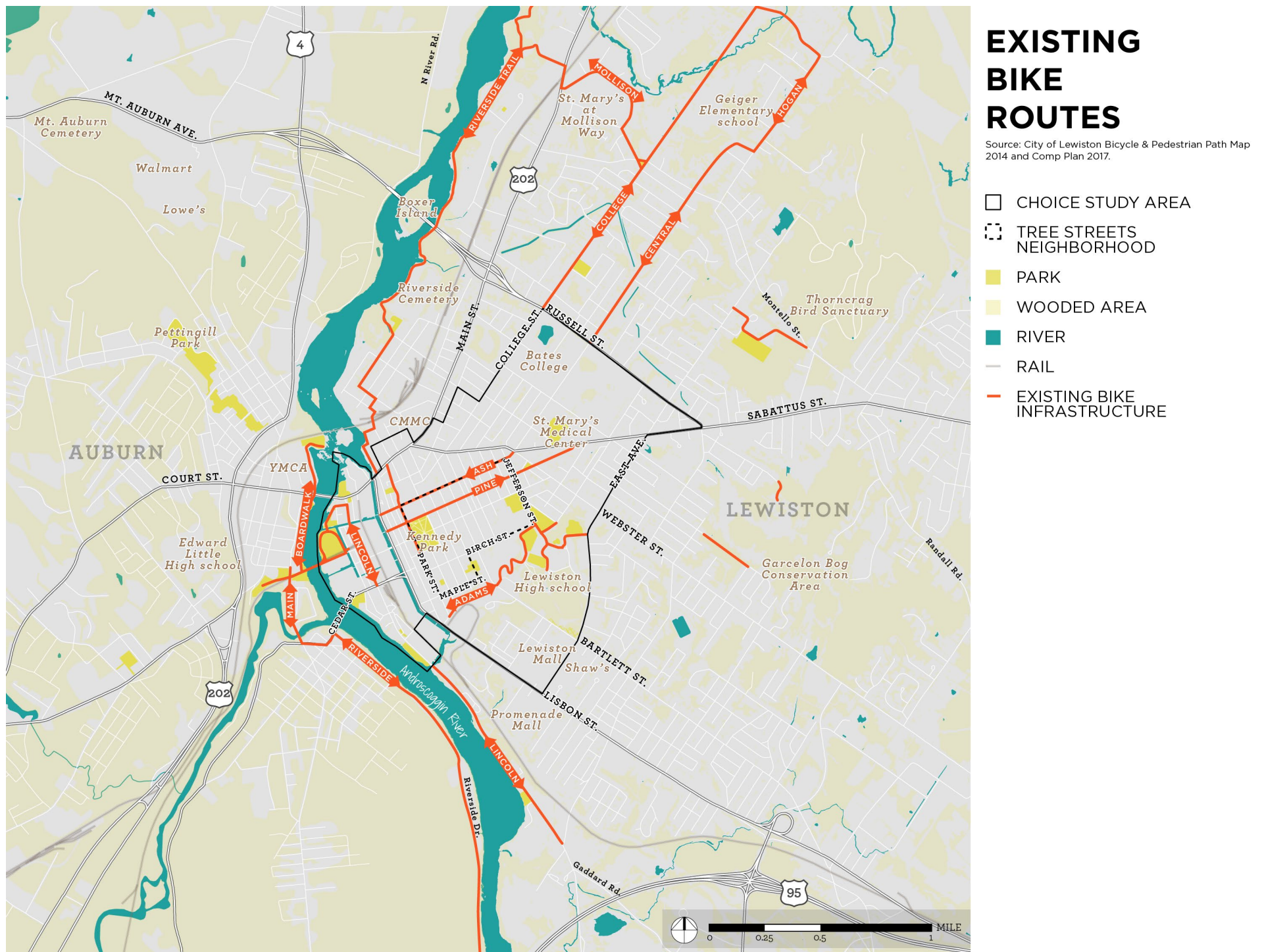


Figure 43. Map of existing bike routes

- * Service is less frequent on Saturdays, and there is no service during the evening or on Sundays.



Public Transportation & Access to Jobs and Services

The prime public transit service available to residents in the Tree Streets is the Citylink transit service, owned by the cities of Lewiston and Auburn and operated under contract by Western Maine Transportation Services. Two fixed bus routes run through neighborhood with a \$1.50 fare and one-hour headways:

- › Sabattus Street

This route provides service to St. Mary's Hospital and the Hillview Apartments via Pine and Ash Streets.

- › Lisbon Street

This route connects the neighborhood to Lewiston Mall, Shaw's, USM and the VA Clinic via Bates Street.

In addition to the fixed routes, there is a free Downtown Shuttle, which circulates the 4.5 miles between Downtown Lewiston and Downtown Auburn. The shuttle essentially does two loops, one in Auburn and the other in Lewiston, where both loops stop at each transit hub in Lewiston and Auburn. Residents of the Tree Streets neighborhood can access the route on the corner of Bates and Ash Streets and access CMMC and Downtown Auburn. It operates once per hour. The 2016 LATC Transit Study recommended charging a nominal fee of \$.50 for the route to create additional needed revenue, as well as providing service earlier in the morning. Citylink also provides complementary paratransit

service for qualified individuals with disabilities who are unable to use the standard bus route services.

Just outside the neighborhood, five fixed routes are accessible to residents via the Lewiston Transit Hub at the corner of Bates and Oak Streets. These routes provide service to Bates College, Auburn Mall, and Walmart, to name a few destinations. This location also serves as the Greyhound Station connecting Lewiston to the region. Trailways provides intercity bus services with connections to Portland for \$15 or more. Currently there is no affordable transit for daily commuters to larger job centers in the region.

With the exception of the Auburn Mall Shuttle, a circulator that runs on 30-minute headways connecting the Auburn Mall with other retail establishments, the Citylink bus routes generally run once an hour on weekdays from 6am to 6pm, though half of the routes do not start service until 8am. Service is less frequent on Saturdays, and there is no service during the evening or on Sundays. Residents frequently lamented this limited service during public outreach, and requested expanding the frequency, providing service earlier in the morning and later in the evening, and improved weekend service. They also expressed issues with their riding experience, citing the lack of amenities such as bus stops for protection against the elements. They would also like to ease restrictions on bringing food carts aboard, as many rely on public transit to do their shopping, but cannot carry their goods home without making multiple trips.

- CHOICE STUDY AREA
- TREE STREETS NEIGHBORHOOD
- CITYLINK BUS**
 - MAIN STREET
 - SABATTUS STREET
 - LISBON STREET
 - NEW AUBURN
 - MINOT AVENUE
 - COLLEGE STREET
 - AUBURN MALLS
 - DOWNTOWN SHUTTLE
 - CMCC
 - MALL SHUTTLE

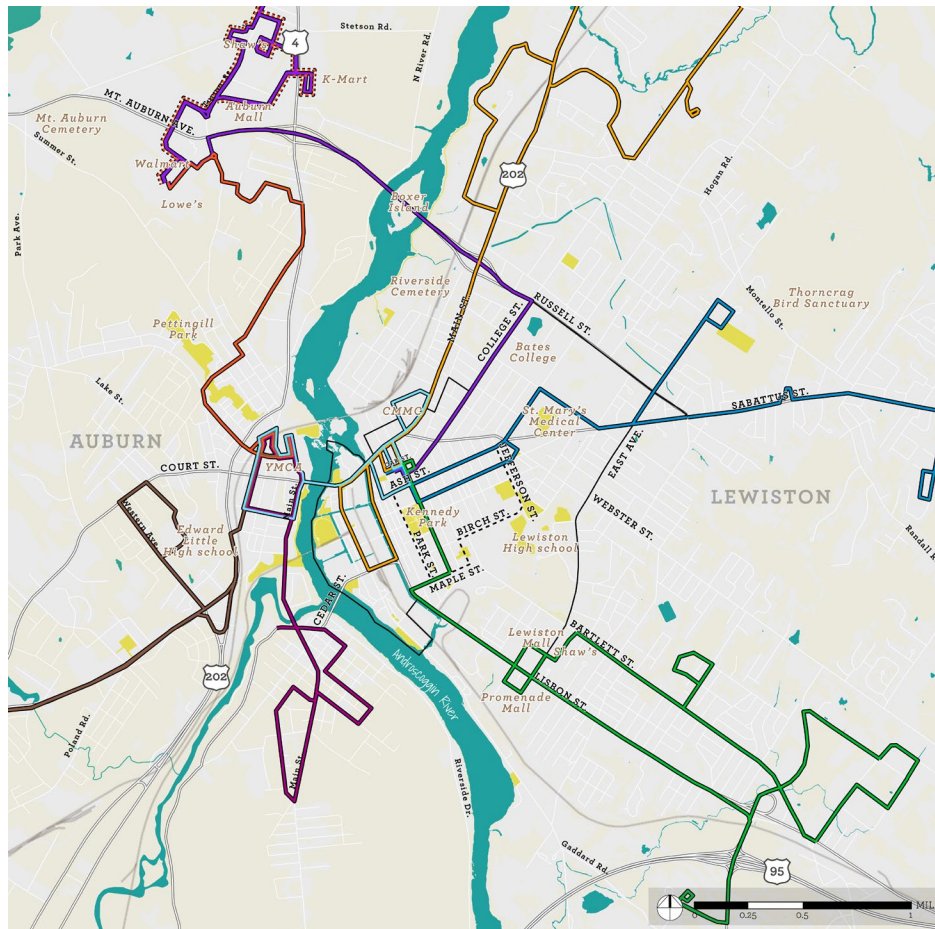


Figure 44. Map of the Citylink during weekdays

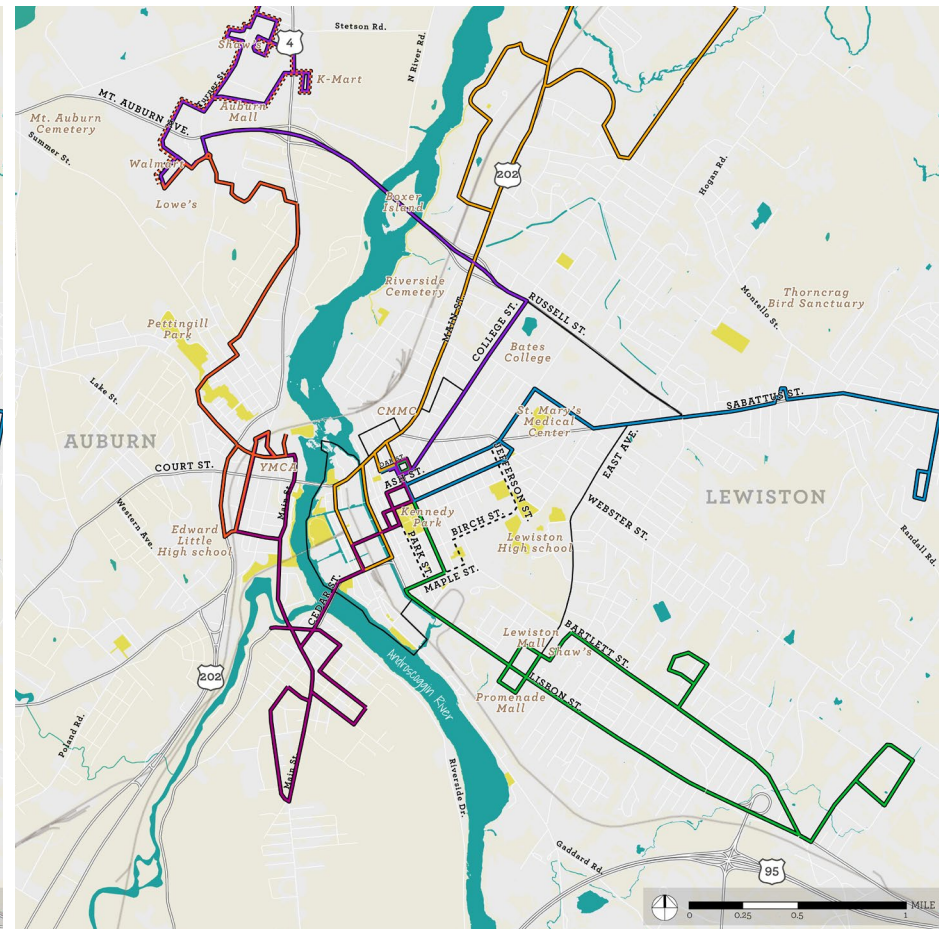


Figure 45. Map of the Citylink during Saturdays

FINDINGS FROM MARKET STUDIES

The market study by Real Estate Strategies (RES)²⁰ concludes that repositioning the Choice Neighborhood Study Area and specifically the Tree Streets as a neighborhood of choice will involve strategic investments that build on existing strengths and jump-start the residential market. In Downtown Lewiston, Lisbon Street and the mill complexes have been experiencing revitalization, visible in the mixed-income, mixed use adaptive reuse efforts breathing new life into the former Bates Mill as well as the new construction currently underway at the Hartley Block on Lisbon Street. Nearby on Lisbon Street, a range of office, retail, and food-and beverage-related businesses serve diverse clientele, from Downtown employees to Tree Streets residents to Bates College students and faculty. There is potential to draw the development momentum visible Downtown into the adjacent Tree Streets neighborhood through strategic investments in new rental and for-sale housing as well as targeted commercial and retail space.

²⁰ For the complete Market Study, see Appendix IV.

*** The market can support at least 166 units of new rental housing to be built over the next five years, 50% at market rates, and 50% affordable to households earning less than 50% and 60% of Area Median Income (AMI).**

Residential Market Study

Demand for Housing

Housing demand typically is based on two considerations: the need to provide additional units to accommodate household growth, and the need to replace housing units that have been lost through disasters, are in deteriorated condition, or are uninhabitable. Another source of housing demand is related to affordability – the relationship of housing costs to the incomes of households seeking units that are for-rent or for-sale.

Estimates and projections for the Choice Study Area indicate very limited demand from new household formation and in-migration. From 2018-2023, the Choice Study Area is projected to gain 88 households (from 5,059 to 5,147), or about 18 units annually. Assuming the adoption and implementation of this Choice Neighborhood Transformation Plan, it is reasonable to assume that new housing in the Choice Neighborhood would capture all of the five-year gain attributable to household growth.

Higher levels of demand are estimated to result from the need to replace older, deteriorated, and substandard housing units. Due to prolonged disinvestment and failure of the housing market to keep pace with a healthy replacement rate of about two percent of units per year, replacement demand is the main driver for new housing creation and/or substantial housing rehabilitation. RES estimates that about 642 residential units in the Androscoggin County Primary Market Area (PMA) should be replaced annually, translating to a replacement demand of roughly 201 to 203 units within the Choice Neighborhood annually or 1,050 to 1,075 residential units during the five-year Choice implementation time frame.

Together, demand from household growth and replacement demand should be sufficient to support a development program, including new construction and where financially feasible, substantial rehabilitation of older residential units and historic properties in mixed-income developments in the Choice Neighborhood planning area. Combined, a five-year development program in the Choice Neighborhood and the broader PMA of Androscoggin County evidences solid demand for a total of at least 1,138 residential units. It is assumed that new housing investments in the Tree Streets will be able to capture at least one-third of the PMA replacement demand, which is more than sufficient to accommodate redevelopment opportunities identified and proposed through Choice Neighborhood initiatives.

In formulating the affordable and market-based rental housing program for the Choice neighborhood,²¹ RES was mindful of household ages, incomes, and sizes, considering the population of senior households (62 and over), family and general occupancy households headed by people ages 15 to 61, as well as the prevalence of larger families within the Choice Study Area requiring homes with multiple bedrooms. RES also considered the limiting factors of available capital and the housing production system.

RES has identified market support for at least 166 units of new rental housing to be built over the next five years, 50% at market rates, and 50% affordable to households earning less than 50% and 60% of Area Median Income (AMI). The recommended unit sizes range from studios to four-bedroom apartments and townhomes, designed for seniors, residents living

²¹ See Strategies 4.1a, b and d for more detail on the proposed housing development program.

with disabilities, small households of one and two people, as well as larger families with many children and/or multiple generations living together.

Sales Housing Demand

Creating an increment of newly constructed for-sale housing units in the Tree Streets will help to address the overwhelming percentage of renter-occupied homes. These homes should be affordable to households with moderate incomes, defined by HUD as ranging from 60% of Area Median Income (AMI) to 120% of AMI. RES has selected a range of \$35,000, which is just above the 60% AMI limit for a three-person household to \$74,999, which is just below the 120% AMI limit for a household with four persons in the Lewiston-Auburn Metropolitan Statistical Area (MSA). Initial pricing will range from \$99,000 to \$119,000, depending on the size of the unit, and hence the new for-sale homes will be affordable to moderate-income buyers.

As some potential buyers will be renter households seeking to purchase homes, while others will be owner households seeking new construction, all households were considered to measure capture rates in the Choice Neighborhood and the City of Lewiston, where prospective purchasers may be living. By introducing a relatively small number of units – up to 16 in the next five years, phased in sets of four or five homes, with a model home to be included as part of the first phase, the capture rates are low and should be achievable assuming attractive new construction units with desirable amenities responsive to community needs and priorities. The development of additional units should be based on the pace of sales.

It should be noted that interviews and stakeholder meetings with representatives of immigrant households indicated that many are interested in becoming homeowners. As most of these households

are Muslim, and many are large families with numerous children, the demand for for-sale homes calls for homes of three to six bedrooms as well as Shariah-compliant financing tools in some cases.

Performance of Competitive Supply of Housing

Within Androscoggin County PMA, residential vacancy rates are very low: 1.5% for homeowner units and 2.2% for rental units, according to the 2017 American Community Survey. Prospective purchasers seeking a home to purchase are likely not to have a reasonable selection of homes with the location, features, and amenities they are seeking. Similarly, the rental vacancy is below the standard five percent rate typically associated with normal turnover and providing choices for renters seeking housing units on the market.

Based on market research conducted for this project, RES believes that the low vacancy rates persist and that the rental vacancy rate may even be lower in today's market; most affordable and mixed-income properties had no vacancies at all and reported 100% occupancy as well as closed waiting lists. Similar conditions were reported for senior housing as well as units for families/general occupancy. The Lewiston Housing Authority reported maintaining waiting lists for all sizes of units with lists that were especially long for one- and two-bedroom units.

The Market Study in Appendix IV provides additional detail on existing affordable and mixed-income housing resources in the Androscoggin County PMA. Despite the sizable inventory existing in the City of Lewiston – 49.2% of the County's affordable units for seniors or people living with disabilities and 62.7% of the County's general occupancy affordable and mixed-income units – demand still exceeds available supply.

- › RES estimates that seniors served by the available senior housing as well as planned additions to the inventory in the Androscoggin County PMA will accommodate just 50.5% of income-eligible seniors age 62 and older.
- › RES estimates that the current supply of affordable units for families and households age 15 to 61, including planned additions, will provide homes for just 30.2% of income-eligible households – fewer than one in three households.
- › Market rents in un-subsidized, generally older properties are about equal to subsidized rents in newer developments, suggesting that some of the remaining 70% of income eligible households are currently being served in those units.

Market-rate rental apartments are also in high demand, particularly new construction complexes.

For-sale housing prices in the Androscoggin County PMA have experienced slow but steady increases, with the median sale price rising 6.54% between March 2018 and March 2019 to \$174,700. However, the PMA's median home values are far lower than the State of Maine and the U.S., which have been at and above \$225,000 since January 2017. Within the Choice Neighborhood Study Area, the number of houses, townhomes, and condominiums offered for sale during the first quarter of 2019 was very limited; only six homes were listed for-sale, and five of the asking prices were below \$100,000. The RES residential market study concludes that for households seeking an opportunity to purchase a home, options are limited throughout the Choice Neighborhood and notably absent in the Tree Streets; when single-family homes are available, they often are priced beyond the reach of moderate income households.

Retail Market Study

Lewiston's Downtown, most notably Lisbon Street from Main Street to Cedar Street is the City's earliest commercial center. In October 2018, a large portion of the downtown was added to the National Register of Historic Places as The Lewiston Commercial Historic District. This designation aims to incentivized investment and economic growth through access to Federal Historic Investment Tax Credits when there is private sector investment in the rehabilitation and reuse of historic buildings. A number of other funding programs and incentives are also available for investments in the new Historic District.

There are visible signs of new investments in commercial businesses, restaurants, and retail establishments, along with new and rehabilitated residential units on the upper floors of mixed-use buildings. An issue is making appropriate decisions about businesses to be targeted for attraction because they are likely to succeed with a location on Lisbon and will not adversely affect other businesses already located there. Analyses of retail sales in relation to demand by prospective purchasers within a delineated "retail trade area" can help to identify these types of establishments.

The RES retail market study evaluates the retail market supply and demand within a half-mile, one-

mile, and two-mile radius trade area to identify the potential "retail gaps" or "leakage" that results from when consumers living in the area spend money and make purchases at retail stores outside the area, indicating additional demand that could be captured by adding new stores to the trade area.

The RES analysis of retail and commercial demand indicates only small increments of unmet demand within the half-mile, one-mile, and two-mile retail trade areas. This is due to the presence of shopping centers and "big-box" retailers on the periphery of the Choice Study Area including the Lewiston Mall with Save-a-Lot and CVS, the Promenade Mall, and, across the River in Auburn, Whiteholm Farm Plaza with Walmart and Lowes, Auburn Plaza, and Auburn Mall.

In many cases, the footprints of buildings located along Lisbon Street and nearby are small and suitable for entrepreneurs seeking to start a small business or open a new location for an existing food-related use. Newer leasing in and around Lisbon Street has included small stores owned by immigrant entrepreneurs, and there may be additional demand for related clothing and food stores serving the immigrant population. In addition, downtown workers and residents of new residential units that are being developed will add to demand for goods and services.

Though the overall commercial demand is limited, opportunities could include the following:

- › 5,000 – 7,000 square feet of food-oriented retail developed in close proximity to Kennedy Park, near Lisbon Street and City Hall that might include a bakery with ice cream in the summer or a deli with sandwiches, hot food, coffee and beverages
- › Food and clothing stores, particularly catering to immigrant population in smaller-footprint retail spaces along Lisbon Street
- › Other specialty boutiques offering clothing, cosmetics and seasonal items; shoe stores, perhaps combined with sporting goods and athletic clothing; arts and crafts stores and galleries; eyewear/optical stores; gift and card store; and restaurants and carryout businesses

2017 RETAIL GAP IN THE TRADE AREA

(the difference between Retail Potential and Retail Sales)

Source: ESRI Retail Marketplace Profile, Prepared by RES

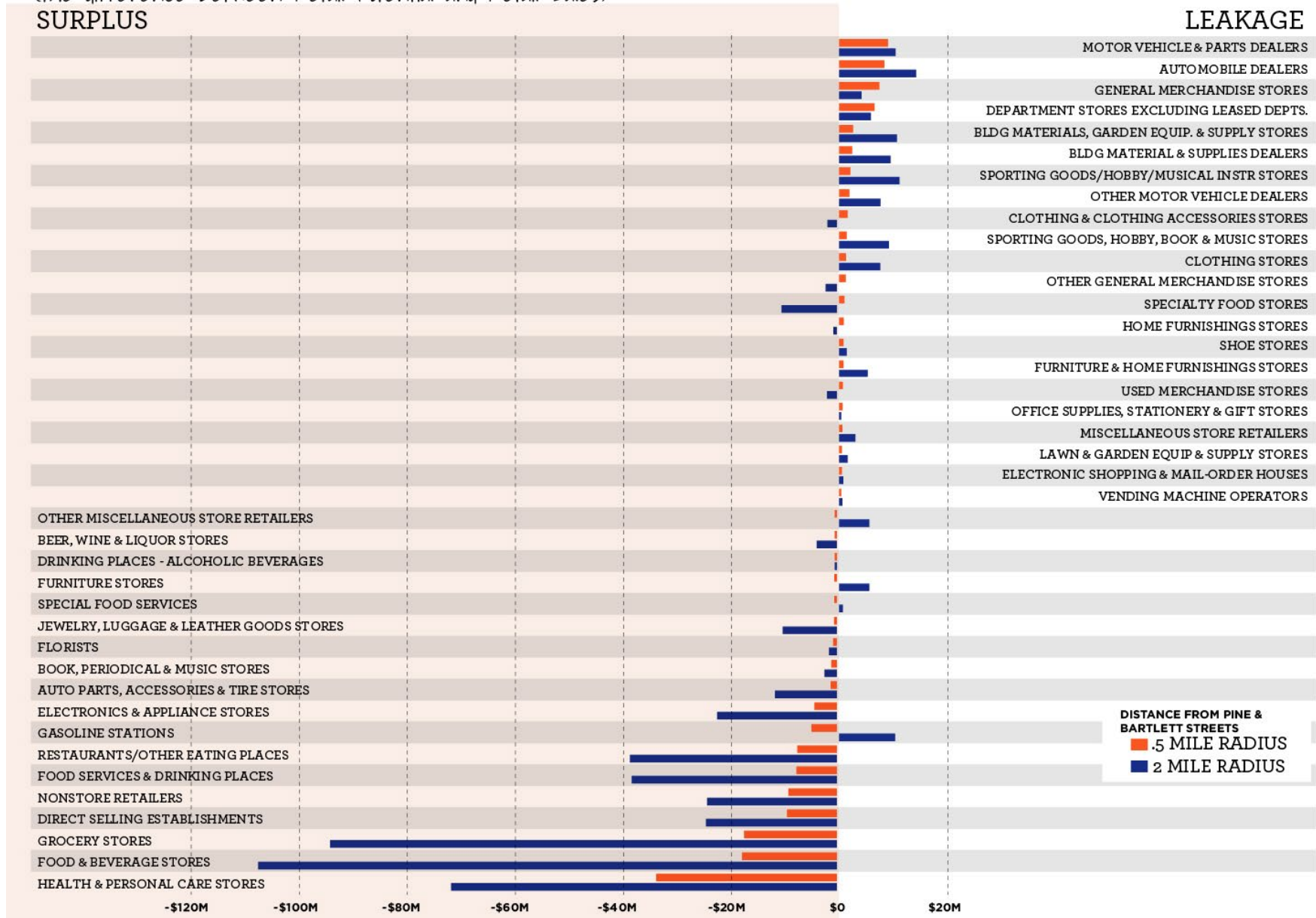


Figure 46. Retail Gap in the Trade Area Chart

PRIOR PLANS & STUDIES

Alignment with Prior Plans

› **Legacy Lewiston Comprehensive Plan, 2017**

Completed in January 2017, the city's comprehensive plan proposes that the city grow as one community united in one voice, supported by a strong local economy and improvements in neighborhoods, housing choices, and the physical environment. To ensure that the plan reflected the community's needs, the City hosted Planapalooza, a multi-day planning and design event for residents; its outcome became the basic foundation to the plan. The comprehensive plan is an important milestone that will guide the city to grow while preserving its assets, including its rich history, culture, and natural environment.

Growing Our Tree Streets serves to reinforce and advance several goals and strategies from Legacy Lewiston, including concrete recommendations for community building, fostering a safe and healthy environment, redesigning streets to calm traffic, and increasing market-rate and affordable housing choices in the city.

› **Riverfront Island Master Plan, 2012**

The Riverfront Island Master Plan concentrates on the area bounded by the Androscoggin River, Cedar Street, Canal Street, and the Great Falls. Undoubtedly an asset to both cities, the Androscoggin River has potential to be an important asset to the whole community as a recreational space, and as economic driver through the adaptive reuse of nearby historic mill buildings. The plan proposes to attract a mix of uses, make the area more walkable, and enhance the riverfront area through design guidelines, which will ensure the quality of future developments.

This plan's proposal to connect the River to the rest of Downtown and nearby residential neighborhoods is especially relevant to the Tree Streets given the close proximity of the Tree Streets neighborhood and these proposed recreational assets and opportunities for economic development.

› **All-America City of Lewiston Strategic Plan, 2010**

Adopted by the Lewiston City Council in November 2010, the 2010 strategic plan aspires to establish an innovative system for the delivery of customer services, promote neighborhood identity, provide enhanced public safety, transform the Riverfront, increase economic growth, incorporate sustainable practices, encourage civic engagement and collaboration, and address poverty-related issues.

Overall, the recommendations from the strategic plan coincide with the values and objectives of *Growing Our Tree Streets*, which represents an opportunity to apply and implement the strategic plan goals at the neighborhood level.

› **The Third Place Downtown Neighborhood Action Plan, 2009**

Developed by the Downtown Neighborhood Task Force (DNTF) and the residents and stakeholders of Lewiston's Downtown neighborhood, the Third Place Plan proposes to enhance the quality of Downtown's residential area. This includes rethinking the physical condition of the Tree Streets Neighborhood as well as the community's identity.

Building of social capital, such as residents' job preparedness and educational attainment, and improving parks, gardens, and pedestrian environment are some of the main strategies that are being echoed and further developed in *Growing Our Tree Streets*.

› **The People's Downtown Master Plan, 2008**

Prepared by The Visible Community, the People's Downtown Master Plan looks at blocks along Park, Knox, Bates, Blake, Spruce, Maple and Birch Streets within the Tree Streets Neighborhood. Multiple events and organizing efforts were carried out in a span of a year to ensure that the plan built upon the vision of Downtown residents. After hearing and analyzing the input of Downtown neighbors, the plan identified the following four priorities: improve public transportation, improve and create more affordable housing, establish an accessible community center for all, and increase job opportunities for Downtown residents. *Growing Our Tree Streets* seeks to advance all of these goals.

Other Relevant Studies

› **Citylink Lewiston-Auburn Transit Committee Transit Study, 2016**

Prepared for Androscoggin Transportation Resource Center (ARTC) and the Lewiston-Auburn Transit Committee (LATC), this transit study is an analysis of the Citylink's bus routes and ridership through online surveys and on-board surveys. A total of 279 survey responses were collected. The results show that the Citylink buses are well-used and that frequent riders have positive feedback about their experiences. However, the respondents strongly suggested the expansion of service and earlier start times to better accommodate commuters.

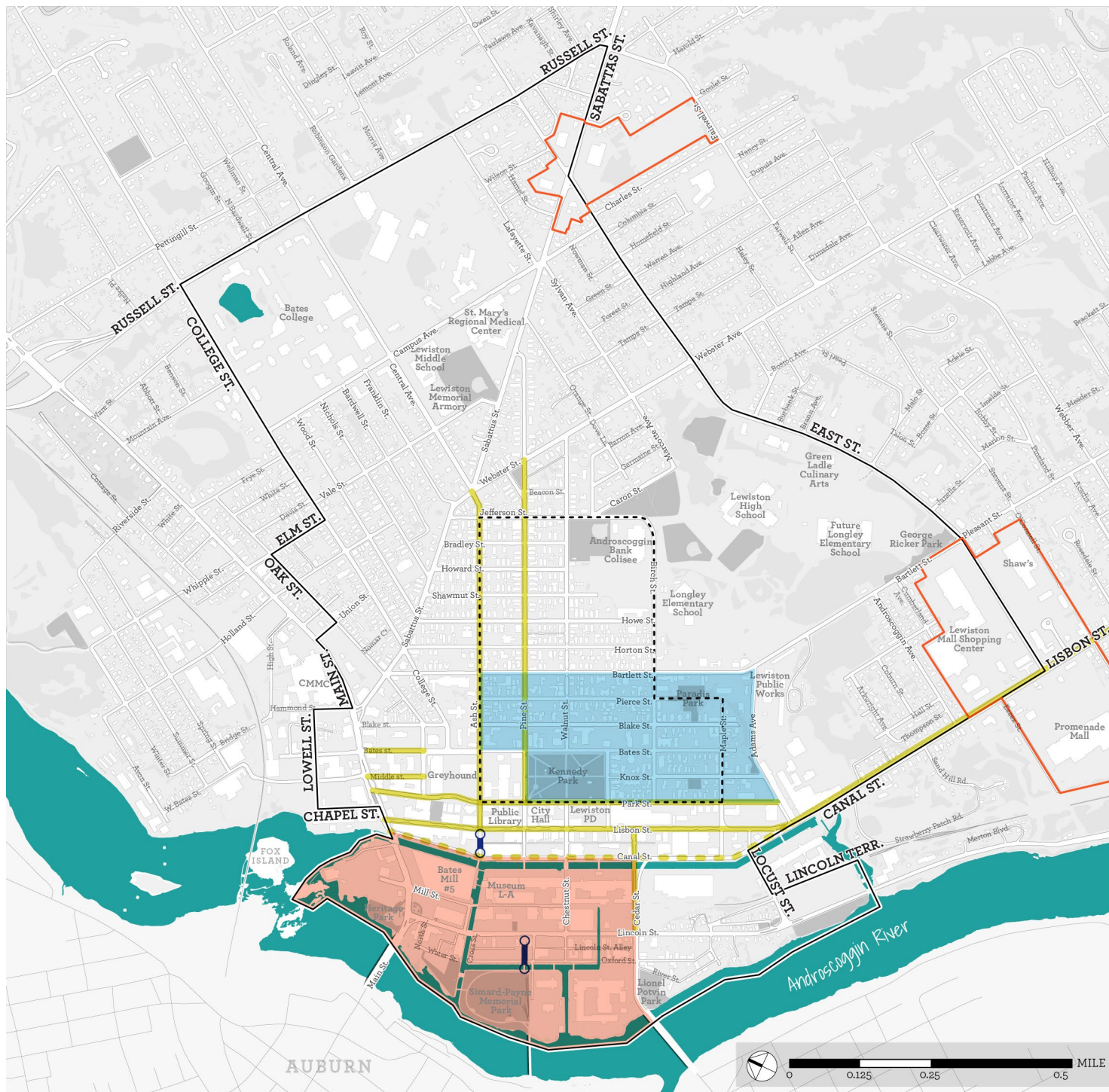
› **A Portrait of Health Needs: Self-reported Health Needs Among New Americans in Lewiston-Auburn, 2015**

Completed by Healthy Androscoggin and funded by John T. Gorman Foundation, this report is an analysis of an in-person public health survey, which was conducted in November 2013. The staff from the Neighborhood Housing League went door to door in neighborhoods of Lewiston and Auburn to ask questions related to residents' health needs and conditions. This survey was

a successful attempt to better understand and update the current demographics and health status of neighborhood residents. One of the main findings of the survey is that the most common self-reported health needs were diabetes and high blood pressure, which are both related to chronic diseases. Bed bugs, lead poisoning and asthma were reported as the top three health issues in the home environment. In total, the survey yielded 232 responses.

› **Connecting the Future, Transportation Plan for 2009-2030**

The Androscoggin Transportation Resource Center (ATRC) is a federally designated metropolitan planning organization, and its region comprises Auburn, Lewiston, Lisbon, and a portion of Sabbathus. Completed in 2008 by the ATRC, the plan outlines existing conditions and proposes strategies to enhance the region's transit mode share in the next 20 years. The plan analyzes commuting patterns, population and job projections, and passenger ridership over time. Promoting safe and accessible routes for pedestrians while fostering efficiency and use of public transit are some of the plan's goals that are aligned with *Growing Our Tree Streets*.



PRIOR PLANS

Source: City of Lewiston

□ CHOICE STUDY AREA

□ TREE STREETS NEIGHBORHOOD

■ PARK

■ WOODED AREA

■ RIVER

— RAIL

2017 COMP PLAN

— TWO-WAY CONVERSION

— WOONERF (shared car/ped street)

□ REDEVELOPMENT AREA

2012 RIVERFRONT ISLAND MASTER PLAN

■ STUDY AREA

∞ NEW CONNECTIONS

2009 THIRD PLACE PLAN

■ STUDY AREA

Figure 47. Map of the prior plans' geographies in the Choice Study Area

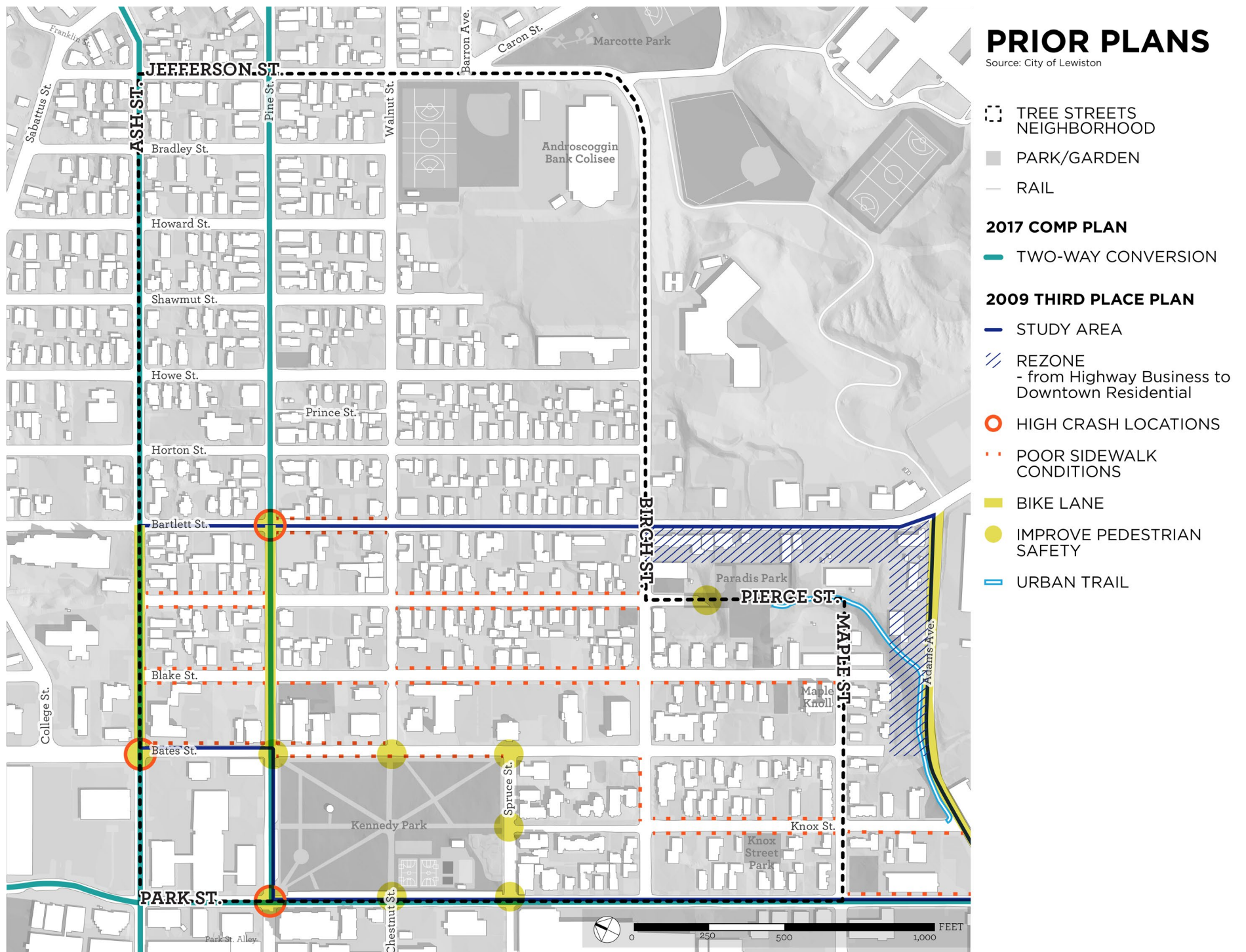


Figure 48. Map of the prior plans geographies in the Tree Streets Neighborhood

SUMMARY OF ISSUES AND OPPORTUNITIES

Informed by data from the analysis of existing conditions, the market study, the needs assessment, as well as in-depth community conversations and input from residents, the planning process identified nine key issues and opportunities critical to the transformation of our Tree Streets Neighborhood.

1

The Deleterious Effects of Lead

The presence of lead in our soil, in our homes, and in our blood is poisoning our future, as individuals and as a community. Support for a lead-free neighborhood has galvanized the community to action and will require sustained and multi-faceted actions to achieve.

2

The Desire for a Clean, Safe Neighborhood We are Proud to Call Home

The narrative surrounding the Tree Streets is negative, but we are rewriting our own story. Efforts to clean up the neighborhood, restore public safety on our streets, and add beauty will improve our quality of life as well as public perceptions.

3

The Lack of Trust and Tolerance

Many see our neighborhood's diversity and multi-culturalism as among our greatest strengths, but until trust and tolerance are universal, we have work to do to build relationships across cultures and become a truly inclusive community.

4

The Stagnant Housing Market, Coupled with a Lack of Housing Choice

The prolonged lack of investment in our housing stock has resulted in a lack of safe, quality, and affordable homes for households of all sizes and income levels. To jump-start the housing market and respond to the demand generated by the need to replace obsolete and sub-standard units will require both catalytic redevelopments as well as strategic infill.

5

The Need for Greater Levels of Ownership and Community Control

There are very few homeowners in the Tree Streets, though many residents hope to put down roots and invest. Given the very low incomes of many households and the reality that homeownership may not be achievable or appropriate for all, other mechanisms to increase pathways to ownership and boost community control and sense of ownership will be necessary.

6 The Drive for Improved Health and Wellness

Grassroots community organizing efforts in the Tree Streets which predated the Choice Transformation Planning effort emerged in response to local health crises – elevated lead levels, food insecurity, and gaps in access to care – which remain issues today. The health of our community members is directly tied to the health of our neighborhood.

7 The Need to Support our Young People

The Tree Streets is a neighborhood blessed by many children. Living in tight quarters, our neighborhood youth spend much of their out-of-school time out and about in the neighborhood. A nurturing environment that provides safe spaces for play, access to mentorship, engaging programs, and employment opportunities will help to ensure bright futures for kids in the neighborhood.

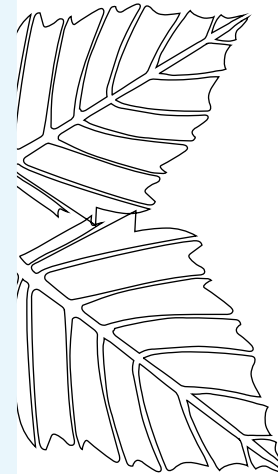
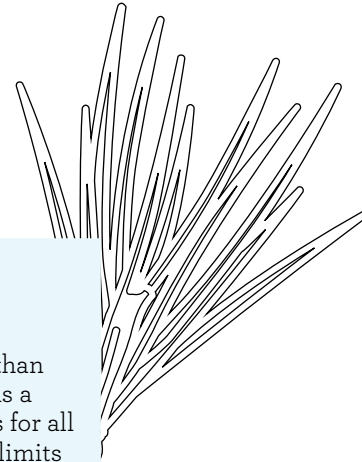
8 The Value of Lifelong Learning

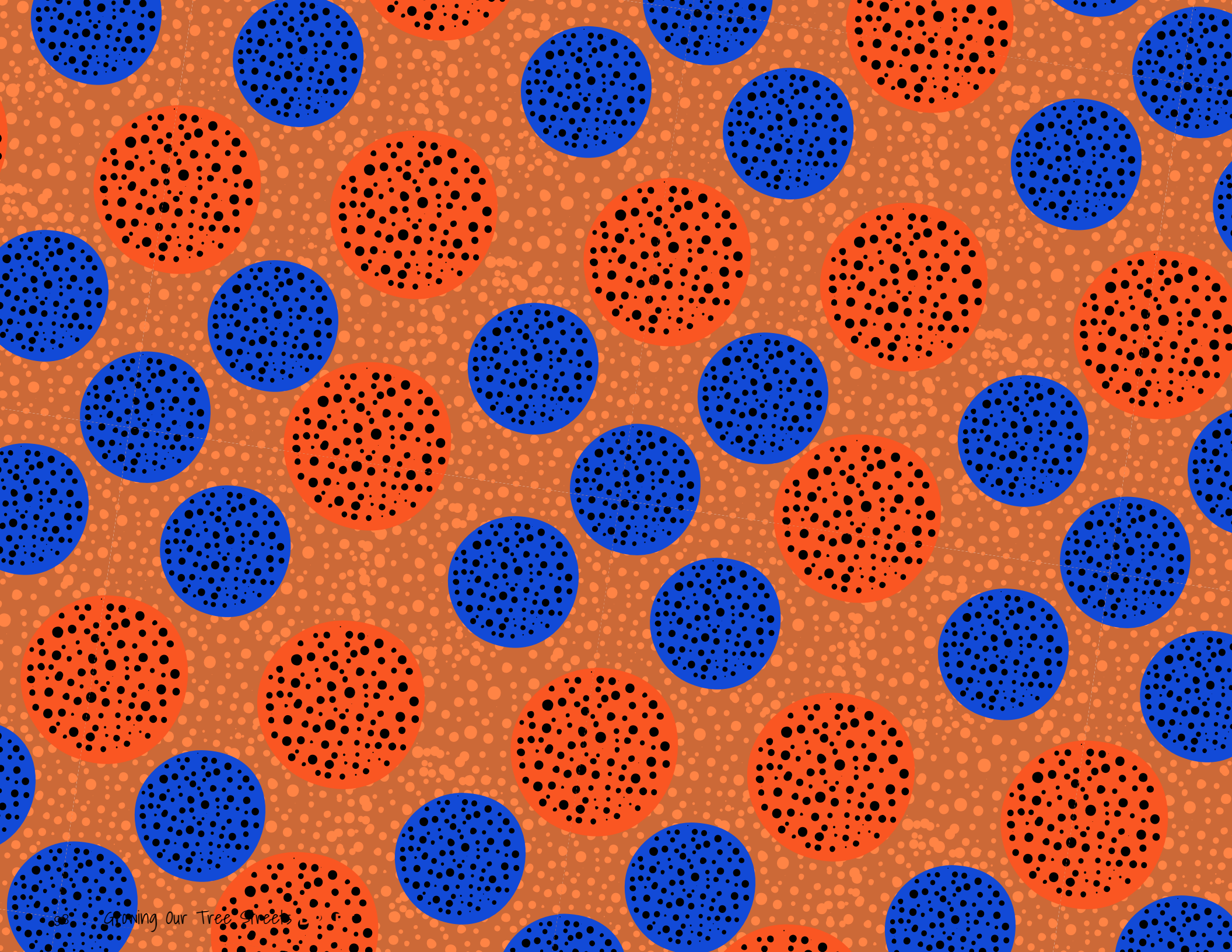
In the Tree Streets, perhaps more than many other neighborhoods, there is a need for educational opportunities for all ages. Low educational attainment limits future opportunities for work, and varied degrees of English language literacy and lifelong developmental challenges due to lead poisoning create additional barriers to employment. Learning and educational achievement should begin in early childhood, continue for school-aged children, and remain a part of adult life.

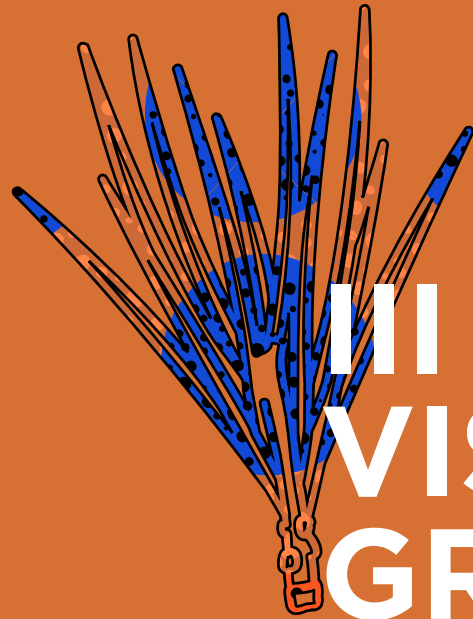
9 The Path to Economic Mobility and a Stronger Local Economy

Ultimately, pathways to a future in which our neighbors and our neighborhood thrive economically will require the replacement of barriers with bridges to workforce training and jobs that pay a living wage, and the cultivation of commercial services that respond to community needs, which, in turn, become local businesses supported by the local community.

The balance of the plan focuses on **addressing these issues and maximizing opportunities** through the coordinated, creative, and strategic use of existing and available resources.







III

VISION FOR GROWING OUR TREE STREETS



CONTEXT & VISION

The Tree Streets neighborhood is a residential area within Downtown Lewiston and home to one of the most diverse communities in the State of Maine. The 30 blocks between Lewiston's beloved Kennedy Park and the Colisée where generations have played or watched ice hockey games are now home to residents from more than 30 nations around the world – many from Eastern and Central Africa. In a city that had been experiencing job and population loss since the 1970s, the growing population of African refugees and immigrants since 2001 has repopulated the housing stock originally built in the mid-1800s for French Canadian immigrants drawn to job opportunities at the Bates Mill. Storefronts on Lisbon Street offer flavors from around the globe, 36 languages and dialects are spoken at Longley Elementary School, soccer rivals hockey as a neighborhood pastime, and we – lifelong residents and New Mainers, now neighbors – are at work to improve our community. Our neighborhood lies at the heart of the City, and our commitment to the Tree Streets is a commitment to Lewiston and a recommitment to our roots.

Despite the trend of growth, our Tree Streets Neighborhood faces many challenges today. Our housing stock suffers from decades of disinvestment. A full 96% of households are renters, many of us are forced to rent homes that are in substandard condition, and our children are in danger of lead poisoning. Over half of our households are currently living in poverty, and although Lewiston is a college town, most Tree Streets residents do not have a college degree. Among other health related issues, we join others across the nation feeling the effects of substance abuse. Neighbors struggle to meet their basic needs for safe housing; healthy, affordable food; and access to jobs and quality services, such as daycare in the neighborhood. Lewiston's Tree Streets suffer from division within in the community based on race and prejudices, and from long-standing negative perceptions held by those who do not live here.

And yet, the Tree Streets are alive with hope, determination, and grit. Our neighborhood is a truly global community, rich with a history of immigration and new beginnings, and though we may come from around the corner or around the world, with different experiences, cultures, and traditions, we have common ground – a shared neighborhood with good bones, many assets, and a shared sense of priorities.



OUR VISION

Our vision for the Tree Streets is to continue cultivating our shared ground and GROW as a **safe, healthy, welcoming, equitable, and vibrant** community in which to live, work, play, and raise a family. We are organized and committed to change and unprecedented inclusion. Working together, we are sowing a future in the Tree Streets where all can thrive and establish roots, guided by action, a collective voice and vision.

The Tree Streets we are creating:

- › offer an environment where our **PEOPLE** can share their skills and talents and thrive with access to resources and new opportunities for learning, economic stability, and health and well-being. Our close-knit, resilient population celebrates our diverse roots and builds strength through our collective voice.
- › provide **HOMES** for all neighbors that are safe, healthy and 100% lead-free, with options for a range of family sizes, types, and income levels so that anyone who wants to live in the Tree Streets as an owner or renter can do so. They increase local ownership and develop sustainably to create homes that work for generations to come.
- › support a **NEIGHBORHOOD** that people proudly choose to call home. It cultivates community inclusion and interaction across race, class, and ability. They nurture our children, growing greener, more connected, safer, and stronger through shared stewardship, robust resources, and a thriving economy.

PLAN STRUCTURE & GUIDING PRINCIPLES

The remaining sections of the Transformation Plan are organized along nine key goal areas, which respond to the main issues and opportunities identified by the Tree Streets community. Each goal area contains a range of strategies – some focused on the people in our neighborhood, some on the homes in our neighborhood, and some on the neighborhood, itself. All of the strategies support and build upon a set of guiding principles established by community members as statements of shared values and ground rules for future change.

Guiding Principles

PEOPLE:

- › We believe that the people in our community are our most precious resource
- › We believe that residents must be involved in the planning and decisions that impact them, and that solutions and ideas are stronger when developed as community
- › We believe connected neighbors are healthy neighbors
- › We are committed to the health and wellness of all our neighbors
- › We believe in lifelong learning and educational opportunities for all

HOMES:

- › We believe that all neighbors deserve to live in quality, affordable housing that is clean, safe and lead-free
- › We believe neighborhoods with a mix of incomes and ownership opportunities are stronger neighborhoods, where all residents have a stake
- › We are committed to fair housing and reversing the tradition of neighborhood segregation by race, class, and ability
- › We are committed to advocating for lead-free rehabbing when feasible, or replacing, unsafe and dilapidated housing that meets the needs of today’s families without displacement

- › We are planning for adaptable housing to meet the needs of residents today and tomorrow
- › We believe that energy efficiency and renewable energy are core to developing housing that is affordable, healthy, and resilient in a changing climate
- › We are developing inclusive community institutions that will ensure the long-term stability and quality of our homes
- › We will continue to include the community in all phases of future design and development

NEIGHBORHOOD:

- › We are committed to a democratic, community-led planning process, and community-led implementation
- › We are committed to an open and inclusive process that results in a plan grounded in local voices and many languages
- › We believe that we can improve health and wellbeing outcomes in the community by improving the neighborhood conditions around us
- › We believe that pedestrian-oriented streets and public spaces are vital for fostering healthy activity, social interactions, and a stronger sense of community
- › We are planning with and for all Tree Streets neighbors
- › We are planning for all seasons and generations

For each goal area, the plan includes a summary of the pressing needs to which the strategies respond, a series of actionable strategies for achieving the goal, and measurable objectives for the desired outcomes so that progress toward implementation can be tracked and evaluated over time.

- › Each plan concludes with a discussion of the Lead Entity and key partners charged with moving the plan forward

The plan concludes with a chapter on implementation that provides a **discussion of the Lead Entities and key partners charged with moving the plan forward, the resources required, and strategies prioritized as early action items.**

The implementation chapter also includes a detailed implementation matrix, which summarizes the plan's strategies and will serve as the work plan for the City and the community in the years to come.

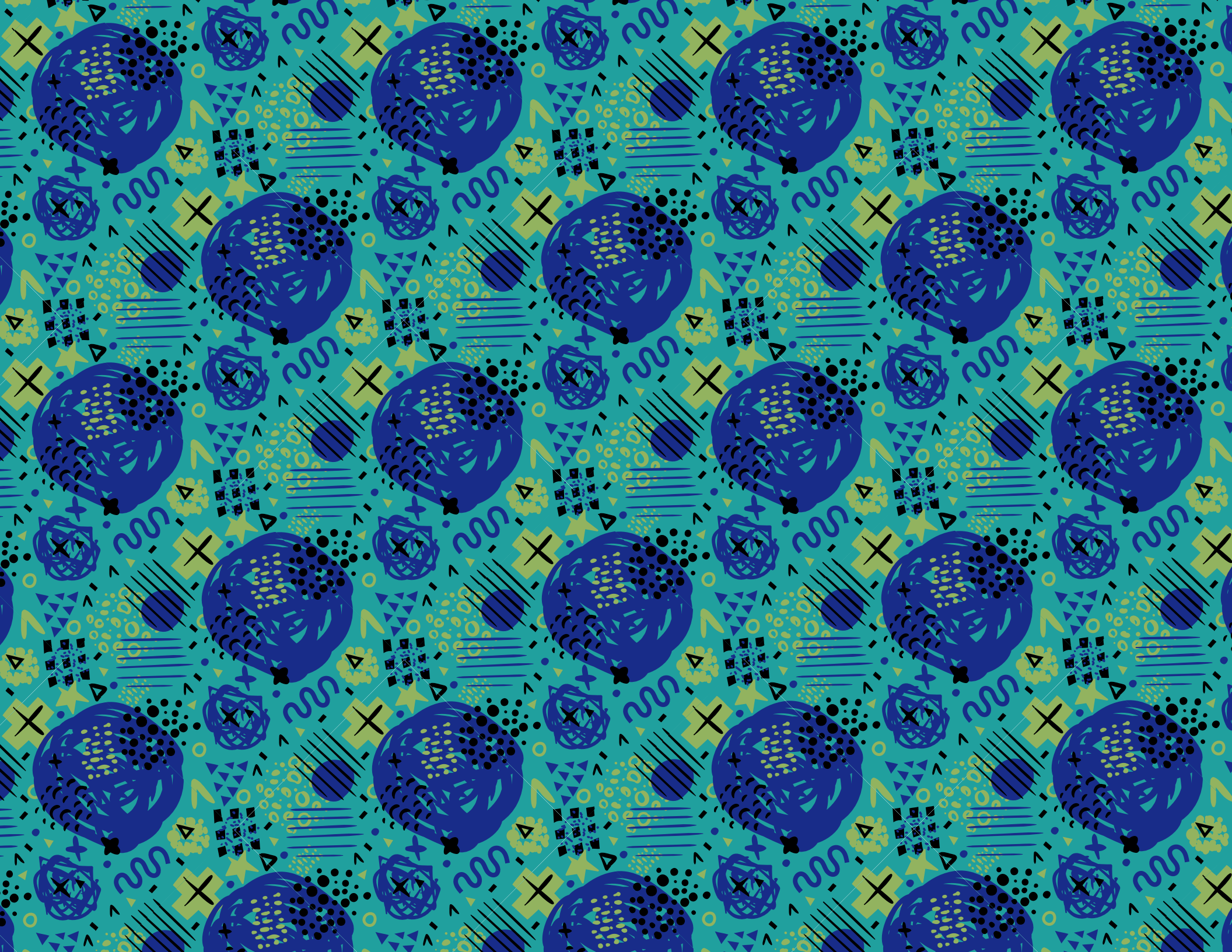
ORGANIZING FOR SUCCESS

Before delving into the *Growing Our Tree Streets* goals and strategies for transforming the neighborhood, its homes, and the life opportunities of the people who live here, it is important to introduce three critical roles identified to help advocate for and shepherd the implementation of the interconnected strategies of this Transformation Plan.

Individuals and families thrive when supports are in place – within the family and elsewhere – to help them to meet their aspirations for success. Many very effective services for families and individuals exist in Tree Streets, but low-income and non-English speaking families are especially challenged in connecting with the siloed, multi-agency, multi-program landscape of family support in Maine.

Three roles, all to be hosted at or performed by Community Concepts, Inc. (CCI), must be in place to implement the strategies on the pages that follow to make family success more readily achievable and durable for Tree Streets residents:

- › A **Family Advocate** to engage every single family in Maple Knoll (and any future assisted housing site that may ultimately participate in Choice) to develop a plan to achieve their self-determined aspirations for success – to assess their assets and challenges and, working with both, to map out a path for defining and achieving their goals, and to coordinate among myriad agencies and services to ensure effective implementation of that family's plan. Family Advocates are culturally and linguistically competent, trained in whole family support, and focused on building the trusting relationships that families can rely on. CCI has already engaged two Family Advocates.
- › A cadre of **Community Navigators** deployed within the community as day-to-day drivers of this Transformation Plan. They are organizers who build deep community awareness around the issues raised in the Plan process; navigators who help make civic systems comprehensible and accessible to all residents; trusted communicators who translate Plan implementation progress within the community and feed-back community concerns to implementation leadership; and residents of the Tree Streets, youth and adults who reflect the demographics, cultures, and values of the community. Community Navigators are generalists with individual cross-training in the core issues raised in this plan – lead, housing, education, workforce, safety.
- › A **Backbone Support Organization in Community Concepts** and a commitment to Collective Impact among participating civic agencies and service providers to support better economic, education, and health outcomes for families in the Tree Streets. CCI will bring these people and organizations together in a structured way through a common agenda, shared measurement, coordinated efforts, and continuous communication. CCI - the Backbone - will support it all by orchestrating the work of the group.





IV GOALS AND STRATEGIES TO GROW THE TREE STREETS

GOALS & STRATEGIES

Informed by data from the analysis of existing conditions, the market study, the needs assessment, as well as in-depth community conversations and input from residents, the planning process identified nine key issues and opportunities critical to the transformation of our Tree Streets Neighborhood. Each of the following goal statements seek to address those key issues and opportunities, and are designed to help achieve the vision while providing a framework for organizing strategies. The strategies listed under each of the goal statements on the following pages are the proposed recommendations that describe what should be done, where, when and how in order to achieve the goals.

GOAL 1

GOAL 2

GOAL 3

GOAL 4

GOAL 5

GOAL 6

GOAL 7

GOAL 8

GOAL 9

GROW A HEALTHY FUTURE THROUGH A HOLISTIC LEAD-FREE LEWISTON EFFORT ROOTED IN THE TREE STREETS

1

GROW A NEW NARRATIVE FOR THE TREE STREETS AS A SAFE AND BEAUTIFUL NEIGHBORHOOD

2

GROW THE INCLUSIVENESS OF OUR COMMUNITY BY INCREASING TRUST AND RELATIONSHIPS ACROSS CULTURES

3

GROW AN INVENTORY OF HEALTHY HOUSING AND OFFER HOUSING CHOICES FOR ALL

4

GROW COMMITMENT-TO AND INFLUENCE-IN THE NEIGHBORHOOD FROM LOCAL OWNERS, LONG-TERM INVESTORS, AND RESIDENTS

5

GROW AN ENVIRONMENT THAT SUPPORTS HEALTH AND WELLNESS AMONG COMMUNITY MEMBERS

6

GROW OUR TREE STREETS INTO A FUN, SAFE & NURTURING ENVIRONMENT FOR OUR YOUTH

7

GROW INDIVIDUAL EDUCATION OUTCOMES

8

GROW PATHWAYS TO THRIVE AND ECONOMIC MOBILITY FOR ALL

9



GOAL 1

GROW A HEALTHY FUTURE THROUGH A HOLISTIC LEAD-FREE LEWISTON EFFORT ROOTED IN THE TREE STREETS

What is the need?

Lead is endemic in the Tree Streets housing stock.

Fully 90% of the housing units in the Tree Streets were constructed prior to the prohibition against lead paint in 1978, and 67%, or 1,451 units, were constructed prior to 1950 when lead-paint use was near ubiquitous.²³ The presence of lead in Maple Knoll is unknown but the property was developed in 1970, before the lead paint prohibition, by combining several 1900s-era tenements.

From 2013 through 2017, 210 children under age six in Lewiston had confirmed elevated blood lead levels (EBLLs), an average of 23 new cases each year. Nearly all of these kids lived in the Downtown Lewiston Choice project area (Census Tracts 201, 203, 204), and fully 72% (n=151) are concentrated in the Tree Streets neighborhood.²⁴ This is the feeder pattern of Longley and Montello Elementary Schools.

The consequences for these kids can be tragic. Elevated lead levels in a child's blood cause developmental delays, learning disabilities, aggressive behaviors, and severe central nervous system ailments among young children that will endure their entire lives. Children who are lead poisoned are seven times more likely to drop out of school and six times more likely to become involved in the juvenile justice system.²⁵ A child poisoned by lead paint will have significantly impaired education, career, and earning potentials as an adult, impairments that are evident in Lewiston's workforce system today (see Goal 9).

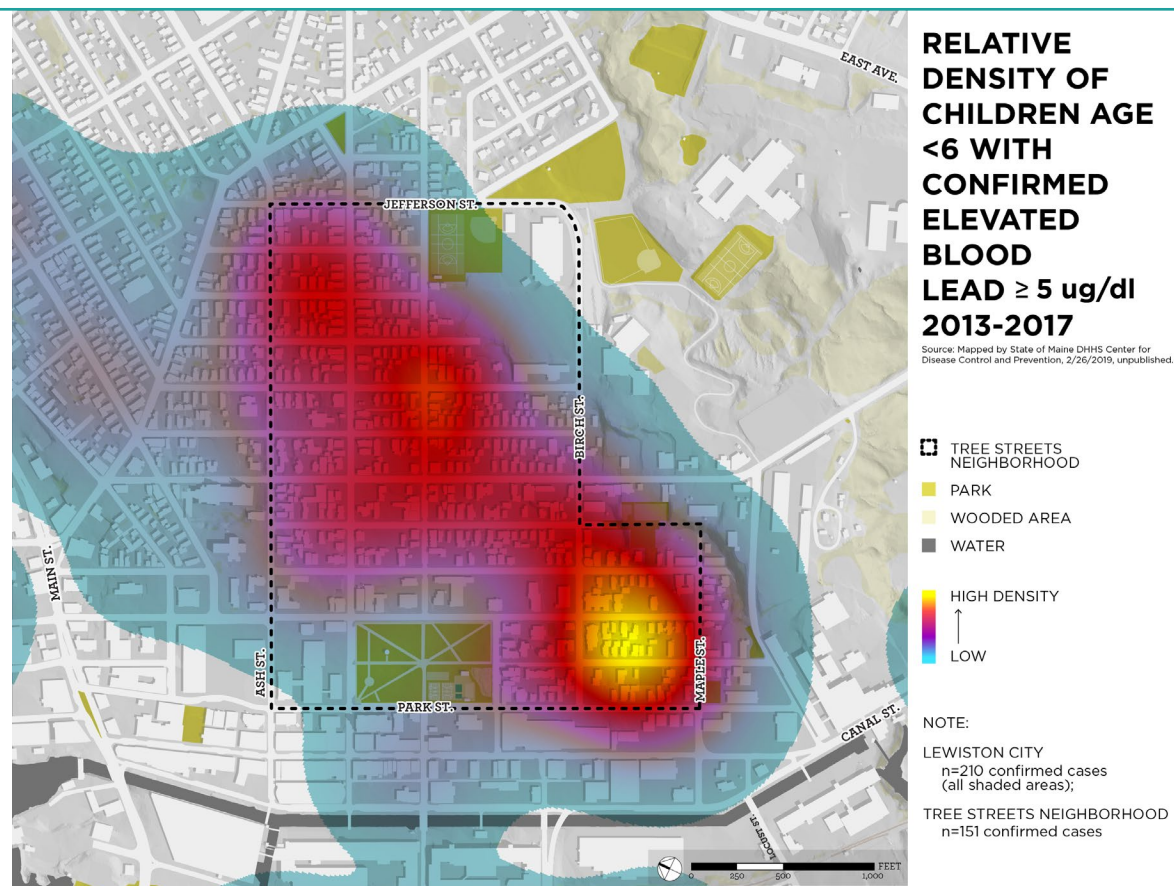
²⁵ <https://www.greenandhealthyhomes.org/hazard/lead/>

²³ Appendix III: Administrative Data, Page 97.

²⁴ State of Maine DHHS Center for Disease Control and Prevention, 2/26/2019, unpublished.

Science has shown us ways to mitigate lead poisoning in family environments. The Lewiston-Auburn Lead Program has integrated green and healthy housing interventions with strategies to create lead-safe, healthy, and affordable homes in Lewiston and Auburn since 2009, but, averaging just over four homes per month, the challenge of 1,451 pre-1950 housing units in Tree Streets and another 2,712 in the rest of the project area is massive. The estimated number of children three and under with EBLs declined 61% statewide over the Maine CDC's reporting periods of 2003-2007, 2008-2012, and 2013-2017 but only 18% in Lewiston over the same periods.²⁶ Lewiston's lead-tainted housing stock is just too old, there is just too much of it, and current strategies just take too long.

²⁶ Retrieved from <https://data.mainepublichealth.gov/tracking/>



What are the recommended strategies and targeted outcomes?

1.1 Engage Community Navigators to increase education and screening to foster bright futures for children and families with children

- a. **Organize all caregivers (moms, dads, grandparents, extended family) in the community, sharing information about the clear and present dangers of lead, and connecting them to the lead prevention resources available through Healthy Androscoggin**

Choice Implementation Area: People
Implementation Partners: LA Lead Program, B Street, CMMC, St. Mary's Regional Medical Center, School District, Lewiston United for Peace & Hope, MCI, Healthy Androscoggin, Bates College
Timeframe: High Priority, Early Action, Short Term
Metrics: Reductions in confirmed Elevated Blood Lead Levels (EBLLs)

- b. **Refer all children under five for screening for lead exposure through their primary care provider or the B Street Health Center**

Choice Implementation Area: People
Implementation Partners: LA Lead Program, B Street, CMMC, St. Mary's Regional Medical Center, School District, Lewiston United for Peace & Hope, MCI, Healthy Androscoggin, Bates College
Timeframe: High Priority, Early Action, Short Term

- c. **Expand proactive nutrition, health, and wellness strategies to combat lead exposure through Healthy Androscoggin and St. Mary's Nutrition Center**

Choice Implementation Area: People
Implementation Partners: LA Lead Program, B Street, CMMC, St. Mary's Regional Medical Center, School District, Lewiston United for Peace & Hope, MCI, Healthy Androscoggin, Bates College
Timeframe: High Priority, Early Action, Short Term

- d. **Organize door-to-door education campaign for ALL residents; organizing neighbors to share cleaning of porches, hallways, common areas when weak landlords fail to do so**

Lead dust in building vestibules, hallways, and stairwells is a common contributor to lead poisoning. Either generating from porches or doorways the dust is tracked in by foot and into apartment units.

Choice Implementation Area: People
Implementation Partners: LA Lead Program, B Street, CMMC, St. Mary's Regional Medical Center, School District, Lewiston United for Peace & Hope, MCI, Healthy Androscoggin, Bates College
Timeframe: High Priority, Early Action, Short Term

1.2 Remove lead from the Tree Streets neighborhood and eliminate incidents of childhood lead poisoning

a. Transform the housing stock to ensure that all homes are Lead-Free by 2043²⁷

Replace, or rehab to lead-free, every one of the 1,451 pre-1950 dwelling units in the Tree Streets by 2043 to ensure that future generations are born and raised in healthy home environments. Use every means available to replace or rehab to lead-free an average of 70 units per year over the next 24 years: maximize the leverage of Choice, LIHTC, and the new Opportunity Zone to create brand new mixed income multifamily apartments; lead-free “batch-rehab” multiple smaller properties at once to bring down costs; expand CCI’s rural Mutual Self-Help Home Ownership Program into Lewiston to replace vacant buildings and lots with homeowners through “sweat equity”.

*Choice Implementation Area: Housing
Implementation Partners: City, LACH, CCI, Healthy Homeworks, local developers, Take 2 Goodwill (skilled workforce)
Timeframe: High Priority, Long Term*

b. Advocate with Healthy Androscoggin for the testing and remediation of formal and informal outdoor play spaces

Lead contamination can occur in properties near or adjacent to lead poisoned structures, whether it be by demolition dust particles, stormwater runoff, or peeling paint. Once in the soil, rainwater can also distribute these contaminants farther afield in the neighborhood. Ensure that children’s play spaces are safe by testing the soil for contaminants. If contaminants are found, adopt and highlight the value of natural remediation strategies. Consider a phyto-remediation demonstration project as an interim use at a visible vacant property to build awareness.

*Choice Implementation Area: Neighborhood
Implementation Partners: Healthy Androscoggin, LUPH
Timeframe: Short Term*

WHICH OF THESE WOULD BE THE MOST TRANSFORMATIONAL



HEALTH & SAFETY IN THE TREE STREETS



* Making the “Tree Streets Lead-Free by 2043” was rated as the single **HIGHEST COMMUNITY PRIORITY** for transforming Tree Streets in two community planning forums held in February.

²⁷ For details, see Appendix V, which contains the Lead-Free by 2043 Housing Production Model, as well as housing strategies under Goal 4.

1.3 Develop resources, policies, and guidance for creating safe, healthy housing within existing properties

a. Advocate for mandatory lead testing on pre-1978 buildings when ownership changes

Local housing policy tools, and particularly adoption of local laws, may be the key to addressing remaining pockets of lead-poisoned structures that are not part of the Choice replacement site redevelopment efforts. Federal law requires that the seller of a home built before 1978 provide potential buyers with basic information about lead-based paint hazards, any known information concerning the presence of lead-based paint in the home, a 10-day period to conduct a paint inspection or risk assessment, and a “lead warning statement” in the sales agreement. Often buyers waive the inspection. Given the concentration and prevalence of elevated blood lead levels in neighborhood youth, advocate that the City adopt an ordinance that requires lead testing in buildings built before 1978 prior to a sale or transfer of that property.

Choice Implementation Area: Housing
Implementation Partners: HNPC, Healthy Androscoggin, LA Public Health Committee
Timeframe: Short Term

b. Improve lead-safe to LEAD-FREE in housing rehab whenever possible by supplementing HUD Lead Grant funds with other sources

Given the emphasis on lead-free (not lead-safe) homes for all children living in this community, any projects being constructed with public dollars should ensure that the renovation meets this standard.

Choice Implementation Area: Housing
Implementation Partners: City of Lewiston
Timeframe: Short Term

c. Enforce the proper disposal of contaminated construction debris and the containment of particles during demolition for both public and privately-funded building demolitions

When lead-based paint is disturbed during a renovation or demolition, dangerous amounts of lead dust can be released. Use best practices to prevent the dispersal of hazardous materials during the deconstruction of contaminated structures and ensure proper disposal of contaminated material. Negative air pressure on interior renovations and water sprays on demolitions should be implemented. Test soil for contaminants before digging, and monitor soil levels during and after construction to ensure contaminants are not being spread throughout the neighborhood. Proper notice must be provided to all residents within close proximity of the demolition site before demolition occurs to warn them of hazards during demolition. Demolitions must be

performed during favorable weather days only, especially days with absolutely no windspeed exceeding 5mph, as wind spreads contaminants beyond the demolition site.

Choice Implementation Area: Housing
Implementation Partners: City of Lewiston
Timeframe: Short Term

d. Provide education to first time landlords

Landlords have a responsibility to provide safe & healthy homes to their tenants. Given the low homeownership rates in the neighborhood, and the time it will take to grow the number of new homeowners, it is important that landlords fully understand their responsibilities and role in creating healthy housing opportunities. The City requires that landlords renting apartments in any properties built before 1978 provide prospective tenants with written materials from the U.S. Environmental Protection Agency (EPA) available in English, Somali, or Arabic among other languages about lead poisoning prevention. Healthy Androscoggin and other community partners should work to create a primer for new landlords themselves, compiling information on managing various issues, such as lead paint, pest management, trash management, etc., and outlining resources available to them.

Choice Implementation Area: Neighborhood
Implementation Partners: Healthy Androscoggin gearing up to provide this now, LUPH
Timeframe: Medium Term

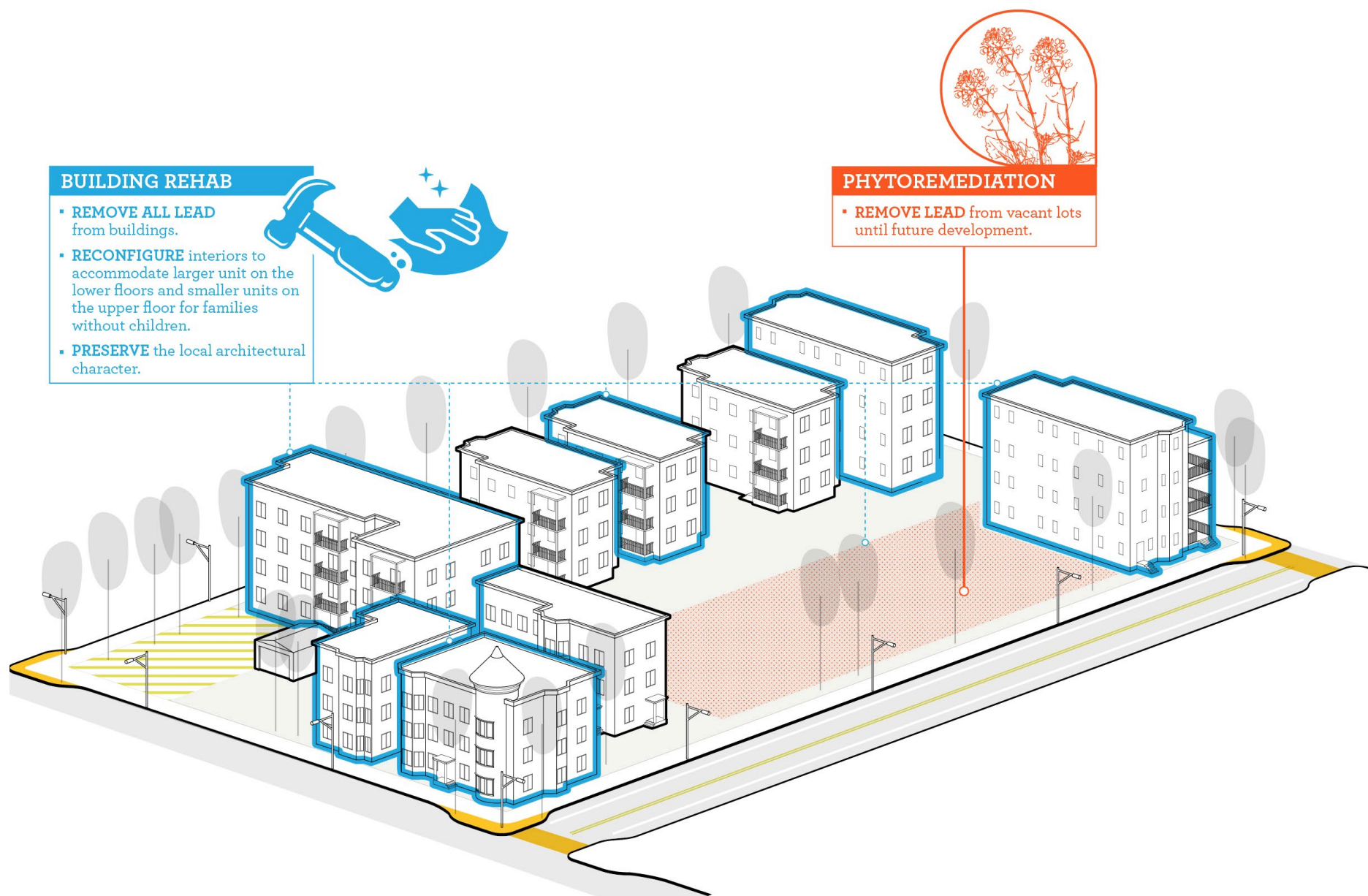


Figure 49. Diagram of proposed physical lead abatement measures in the neighborhood

e. Continue to advocate for a rental registry program that documents property condition and rewards good property stewardship

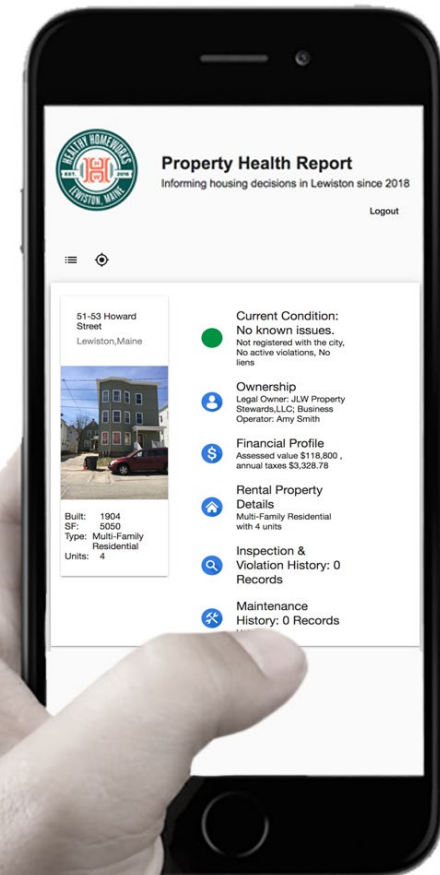
Support the recent rental registry committee recommendation to add an additional fire inspector to the Fire Department to increase the number of proactive life safety inspections of apartment buildings each year. Once added capacity for inspections is achieved, explore best practices and proactive policy solutions adopted by other cities working to prevent childhood lead poisoning. The City of Rochester, New York has a Lead-Based Paint Poisoning Prevention Ordinance that requires inspections for lead paint hazards as an extension of the City's existing inspection processes for Certificates of Occupancy, complaints and other referrals.

*Choice Implementation Area: Neighborhood
Implementation Partners: LACH, Raise Op, HNPC, LUPH
Timeframe: Short Term*

f. Continue to build and maintain the Property Health Report to inform decision-making and measure change

Created by Healthy Homeworks, the Property Health Report (PHR) is an invaluable working database that catalogues the type and condition of housing units in the Tree Streets neighborhood. It aggregates data from multiple authoritative sources on a regular update schedule to create an accurate snapshot of each property's status and condition. Sources include the assessor's office, the planning, code enforcement, and fire departments, the county registry of deeds, the Maine Secretary of State, and the Department of Health and Human Services. Data gathered from this planning process, such as the exterior building condition windshield survey, was also integrated with data from the property health database. Continue to build out and maintain the PHR in order to be deliberate and strategic with planning and implementation. This important resource and the tracking of data over time will not only help to measure progress, but will also inform neighborhood advocates and investors about which properties they should prioritize for rehabilitation and remediation.

*Choice Implementation Area: Neighborhood
Implementation Partners: Healthy Homeworks
Timeframe: Short Term*



g. Close the gap on gut rehab for lead abatement

Lead-free remediation and building rehabilitation is a costly undertaking. The typical cost for a full inspection is \$600; the cost to remediate varies due to building size, design, and condition, as well as remediation approach – lead safe versus lead free.

In 2015, the City of Lewiston received a three-year \$3.4 million dollar lead hazard control grant from HUD, which it co-administers with the City of Auburn, Community Concepts, and Healthy Androscoggin through the Lewiston-Auburn Lead Program (LALP). The program aims to integrate green and healthy home improvements to create lead-safe, healthy, and affordable homes for low-income families in Lewiston and Auburn. The grant funds have been used primarily to address lead paint hazards and are targeted for lead-safe improvements, which are critical, if short-term solutions that fall short of truly lead-free outcomes. The grants are limited to \$10,000 in grant money per dwelling unit for investment owners with a 10% match or \$20,000 in grant money for owner occupants. Additional CDBG loans are available through the City for zero percent interest if the owners meets a 15% lead grant match.

The LALP grants averaged \$9,835 per unit to address lead hazards. If the State issues a lead abatement order for a property following instances of diagnosed lead poisoning, the building owner must hire a certified contractor, which doubles the costs of remediation.

With the plan's stated goal for the Tree Streets to be Lead Free by 2043 and the community's commitment to complementing new construction with preservation and renovation, there is a need for additional financing tools and incentives to encourage and assist property owners to undertake the renovations necessary to generate a truly safe housing stock, free of lead. Seek a private funding source that can be pooled with LALP resources available to a given property in order to achieve lead-free rehabilitations that create safe homes over the long-term.

Choice Implementation Area: Housing
Implementation Partners: City of Lewiston, LACH
Timeframe: Medium Term

h. Work to create more energy-efficient structures and upgrade building performance

The rehabilitation of lead-poisoned structures should result in healthy homes for residents and lesser environmental impacts for the planet. For example, rehabilitating a structure to be lead-free will likely present an opportunity to replace windows. Sourcing windows that are energy efficient will help to reduce heating costs and use less energy. Efficiency Maine offers incentives for energy efficient improvements in rental housing and owner occupied units. Where building owners are accessing City financing for rehab or lead abatement, information on these additional programs should be offered to encourage improvements.

Choice Implementation Area: Housing
Implementation Partners: Efficiency Maine, City of Lewiston
Timeframe: Medium Term



GOAL 2

GROW A NEW NARRATIVE FOR THE TREE STREETS AS A SAFE AND BEAUTIFUL NEIGHBORHOOD

What is the need?

The Tree Streets are a hotspot for crime.

The City of Lewiston has touted lower crimes rates than other cities in Maine for several years. While the City has experienced decreasing crime over the years, targeted areas – specifically within the Tree Streets Neighborhood – continue to struggle with crime. In fact, 46% of all arrests made in the City of Lewiston from January 2015 to July 2018 were made in the Tree Streets Neighborhood.

Many residents feel the neighborhood is unsafe, especially at night. Pine Street, Walnut Street, and Knox Street were identified by the community as being too dangerous to walk along. As illustrated by available data, the intersection of Pine and Bartlett is indeed of particular concern, as it is a crime hotspot, and the location of the highest concentration of overdoses for the past seven years as well as the most vehicle accidents this past year. Substance misuse and drug dealing is present in the neighborhood and can lead to violence and sexual exploitation. The existing street lighting in the neighborhood is not conducive to a safe and walkable environment; most of the street lights are high pressure sodium lights more typical of highways and busy thoroughfares and are not at a pedestrian scale. Exacerbating the safety concerns

are the New Mainer's distrust in the police, and community concerns regarding the lack of diversity in the police force.

The City and Lewiston Police Department have had some success in the neighborhood through building relationships via community focused programs, hot spot policing strategies, and aggressive demolition of vacant and abandoned buildings. Strategies for addressing crime should focus in specific target areas selected in response to neighborhood conditions, urban design concerns, relationship building, and supporting policing efforts.

"If the park was safe, I'd spend more time there. I like it during the DAY, but I hate it at night"

"We've got a lot of good people here. But people don't realize it and don't know it. People come down here, and they're afraid."

"I walk or take a bus, but they cut back on the schedules of the bus so I can't always get there."

Neighborhood conditions can influence crime.

Over the years the City has made a targeted effort to demolish vacant and abandoned properties blighting the neighborhood. However, decaying buildings and littered properties continue to show signs of neighborhood blight, and invite opportunities for illicit activity. Trash was also the single most consistent and deeply felt issue expressed among businesses and homeowners during public outreach. Cleaning up the trash and improving properties and public spaces so they look well cared-for would go a long way to improve the quality of life in the neighborhood and reducing crime.

The Tree Streets suffer from a stigma that goes way back, and the media does not help.

While there are some very real issues that need to be addressed in the neighborhood, the incredibly poor reputation of the Tree Streets is undeserved and overstated, and has stunted the potential to grow as a neighborhood where anyone would want to choose to live. We heard stories of authorities asking residents, "What are you doing **here**" as if no one should be in this part of town, unless they were doing something illicit. Others conveyed that they have been told if they were on a street with a

tree name, they need to get out of there. Downtown Lewiston has even been given the nickname "Dirty Lew" by neighboring suburbs. But those who have come to know the neighborhood know there is much more to the Tree Streets than meets the eye; as one resident told us, *"We have a bad reputation, but it's a good neighborhood."*

"We need to change our image, reputation. Clean up our buildings and the trash."

"Tree Streets has a negative connotation. Residents say we're from Downtown."

"The Tree Street area has always been poor, and always been stigmatized. It was probably more dangerous before."

"... that one issue that hasn't been resolved yet... We're bad at telling our own good story."

Walkability and connectivity are of great concern in a neighborhood where not many residents own cars.

40% of Tree Streets Neighborhood households do not own a car, and many residents rely on the bus, though the schedule and other restrictions make public transportation a less viable option. Citylink routes generally run only once an hour on weekdays from 6 am to 6 pm, with some routes beginning at 8am. There is even less frequent service on weekends, and no service during the evening or on Sundays. In the public mapping exercises, only 24% of participants said they drove to get their groceries. Making it easier to get around without a car – by installing crosswalks at intersections, improving sidewalk conditions, planting street trees, and improving lighting among other strategies – will work to create a community that is more connected to Downtown and surrounding neighborhoods, and increase the health and mobility of all residents who live in the Tree Streets.

"I used to go to Shaw's, and I would take the bus. But now they don't let people take their cart on the bus. So I just get the lowest quality of food in local stores."

What are the recommended strategies and targeted outcomes?

2.1 Increase safety and perception of safety

a. Redevelop to put more eyes on Kennedy Park

The incident that broke out in the park in the Summer 2018 left a deep wound in the community and the hearts of those who use Kennedy Park. Efforts such as the Peace in the Park initiative to bring the community together and heal these wounds are ongoing, but a longer-term strategy to ensure that this historic and beloved park remains a true community asset is to activate the edges surrounding the park with a diversity of land uses that attract additional park users. Once home to the historic DeWitt Hotel, today much of the western edge of the park is flanked by a vacant office building and parking lot.²⁸ Reactivating this edge with a mixed use building, as described in Strategy 4.1a, with commercial uses on the first floor, and mixed income residential above, would bring more eyes on the park, increase the number of people who use the park, and extend the positive redevelopment momentum taking place Downtown into the neighborhood and the park.

Choice Implementation Area: Neighborhood
Implementation Partners: LACH
Timeframe: Long Term

b. Support and expand the Police Department's current efforts to build relationships with residents

The Lewiston Police Department's (LPD) Community Resource Team (CRT) works with community partners to make the city of Lewiston a safer place for the people who work, live, and raise their family here. CRT officers have these main objectives: identify problems that are a concern to the community, continue to develop strong relationships between community members and the Police Department, and identify and develop solutions to the issues that contribute to urban blight. They tackle these issues in collaboration with community and business organizations and other City departments. Current initiatives include:

› Collaborative Community Meetings

These meetings help the CRT, the Police Department as a whole, the community, and various organizations and City departments to come together to identify issues and work on probable solutions. The ability of the CRT to facilitate connections between different partners has proven to be an effective way to assist community members in need; especially those with needs that cannot be address by law enforcement. Some of the specific groups in need are the elderly and those suffering

with mental illness, both populations with which the Police Department often has contact. The Department connects those individuals with the proper service providers to improve their individual care and needs.

› New Mainer Outreach & Education

In response to the rapid growth of the city's immigrant population since 2001, the Police Department has taken a role in reaching out to our new neighbors to form partnerships and address the unique needs of our immigrant community. Newly arrived immigrants often are not aware of the resources available to them, and the CRT makes itself available to inform new residents of the resources available, and in many cases assist in bringing those resources directly to them. As a result of being committed to accessibility, the Department has developed strong and lasting relationships with community leaders and the community as a whole.

Community Education classes provide basic information on the following topics for community members who have recently arrived in Lewiston. The Lewiston Police Department is in the process of expanding

²⁸ There is a small one-story active office building on the corner of Bates and Pine that currently houses Goodwill's Take 2 program. The redevelopment of this underutilized site should take care to find a new location for Take 2 nearby in the neighborhood, as it is well loved by the community and an important resource for neighborhood youth.

this program through partnerships with the State of Maine to make the following information widely available online and in multiple languages.

- How to contact the police
- Public information and notifications
- Interpretation services
- Pedestrians laws and safety awareness
- Bicycle laws and safety awareness
- Parenting roles and responsibilities
- Lewiston specific ordinances
- Tobacco laws and information
- Alcohol laws and awareness
- Prescription drug laws and awareness
- Cannabis laws and awareness

› **Flexible work hours for officers**

By incorporating flexibility in the hours of work within the context of a 40-hour work schedule, officers are able to accommodate and participate in community events and programs.

In addition to the CRT, other ongoing programming that needs to be supported and expanded includes:

› **Citizens Police Academy**

This 10-week program provides an inside look at the day-to-day operations of the Police Department. It is a unique opportunity to engage with the Department and to be informed on the services they provide, to discuss current issues taking place both within Lewiston and more broadly, and to ask questions related to law enforcement.

› **Ride along program**

This program affords community members the opportunity to see firsthand what the Department is experiencing locally and to better learn about how officers respond to the needs of our community.

Lewiston Summer Fun & Films



Source: Lewiston Summer Fun & Films Facebook Page



› Lewiston Summer Fun & Films

LPD has been piloting a community policing strategy by hosting outdoor movie nights in the summer and fall. The goals of this project are to continue to build community relationships, to provide and facilitate a conduit for local service providers and businesses to develop new relationships with our community members, to provide an alternative activity to our youth and families to further reduce crime in our community, and most importantly to strengthen the sense of community by bringing the community together. Food vendors, service providers, business networking, and youth programming start before the dusk showing for each of the movies. Each movie had between 750-1,000 people in attendance, up from an average attendance of 333 in 2017. The movies were shown at five different locations, which included parks, schools, and business/economic development areas in the city. This brought disparate groups together in various locations throughout the city, connecting community members, service providers, businesses, and the Police Department with the entire community. This

program served as a model for the President's Taskforce on 21st Century Policing, and should be expanded to provide more positive interactions with kids and neighbors.

› Project Support You

Oftentimes, police officers are the first to encounter a person in crisis, and this program provides our neighbors with an immediate connection to help. This program is in partnership with Tri-County Mental Health, and pairs substance abuse crisis workers with police officers. Currently, this crisis worker is assigned to the police department for 10 hours per week, rides along with patrol and responds to calls for service with them. In addition to crisis response, this program does overdose follow ups as well.

Additional strategies the department should consider include:

› **Increase the police force by three officers**

As of 2019, 82 sworn personnel work for the department. The amount of administrative work placed on officers has increased a great deal which has taken officers off of the street. The department has three officers that are three quarters funded by the schools and those positions cannot be filled year-round. Ideally, the school department would fully fund all of the school resource officer positions and utilize them for continued youth engagement during the summer time, allowing the department to hire for those now open positions within their current staffing compliment.

- › **Work closely with Lewiston United for Peace + Hope** and other advocacy groups who are creating strategies to respond to policing and surveillance.
- › **Provide more beat cops on foot/bike during the warmest months of the year.**

A stronger, yet friendlier, police presence in the neighborhood would go a long way to improving neighborhood safety and community/police relations, as well as increasing the perception of safety.

*Choice Implementation Area: Neighborhood
Implementation Partners: HNPC, City of Lewiston PD,
Lewiston United for Peace + Hope, Root Cellar
Timeframe: High Priority, Early Action, Short Term*

c. Work with LPD to target known properties with illicit activity and violent crime issues

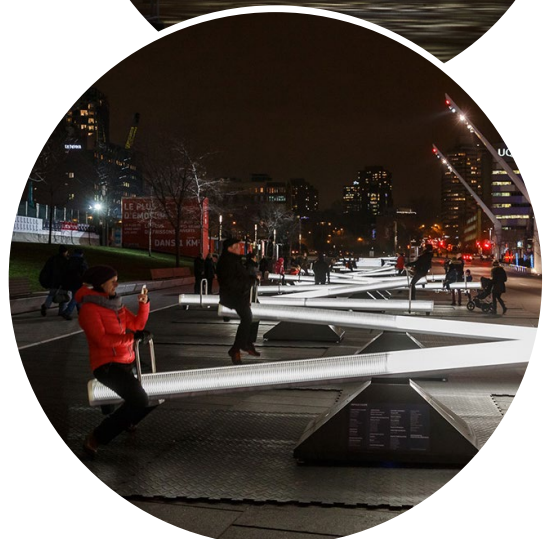
From 2012-2015 the Police Department initiated an effective hot spot program to reduce crime and change perception issues in the neighborhood after shootings some years ago. This program should be restored to address recent issues in the neighborhood, and target specific properties identified in this planning process, including at Maple Knoll, which will remain occupied until replacement housing is constructed, and is a known haven for illicit activity.

*Choice Implementation Area: Neighborhood
Implementation Partners: Lewiston PD
Timeframe: Short Term*

**PEDESTRIAN SCALE LIGHTS
ON STREET POLES**

turn up the lights!

PORCH LIGHTS





Precedents

Dover Lights on Dover Strong

A campaign in Dover, Delaware provides residents with lighting for their front porches as well as flood lights to illuminate their back yards. The “Lights-On” program distributes free energy-efficient LED light bulbs to be installed in front porch lighting fixtures. The bulbs have a built-in sensor that detects changes in sunlight and automatically switches the light on as dusk approaches and turns them off at dawn. Back yard illumination is also provided by LED flood lights equipped with motion detectors. Because they are solar powered, they can be placed anywhere each family needs them, and as they employ batteries, they do not have to be hard-wired into the home’s electrical system.



Source: DelawareOnline.com

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d. Improve lighting in the neighborhood

Residents expressed the need for improved lighting in the neighborhood and prioritized it during the public input process, as dark abandoned lots tend to become hot spots for illicit activities.

> Improve pedestrian scale lighting

Lighting fixtures in the neighborhood were designed for cars, not people traveling on foot. Pedestrian scale lighting can be improved in the neighborhood by introducing new light stands, as well as cantilevering new lighting fixtures on the existing utility poles. These should be sited along neighborhood streets and at intersections. The City’s LED streetlight conversion project is currently underway, as a means to update the City’s streetlights to be more energy efficient. The neighborhood should advocate to leverage this funding to provide new lighting that fosters a walkable neighborhood in the Tree Streets.

> Pilot a Porch Light Program

Given the great expense of pedestrian-scale neighborhood lighting, a lower-cost option of providing porch or exterior lights to interested residents or landlords should be explored to improve the nightscape in the neighborhood.

These improvements are best pursued by providing financial assistance to homeowners to install pedestrian-scale street lamps in front setbacks or lawn areas, or to affix wall-mounted lights to the building facade. The program can encourage those who already have porch lighting to keep them on by providing free energy efficient bulbs in exchange for keeping them on at night, or install photo sensors that automatically turn

on at dusk and dawn. This additional lighting can provide a grassroots low cost approach to improving public safety by adding more light at night.

> Integrate Holiday and Artistic Lighting in Parks & Public Spaces

Public input also expressed an interest in more creative ways to illuminate the neighborhood. As an early action item, provide more whimsical lighting in Kennedy Park over the winter months. This can range from larger lights in the trees, or something more creative as in the images from other cities below.

Choice Implementation Area: Neighborhood
Implementation Partners: City, HNPC, Homeowners, Developers
Timeframe: Early Action, Short Term

e. Establish a safe walk home program

To ensure more residents feel comfortable walking around in the neighborhood at night, create a neighborhood volunteer network to accompany those who do not feel safe walking home alone. This program can be implemented on a low budget, and community run, by setting up a simple call forwarding system that will connect to the walker that’s on call. Walkers should undergo training with Lewiston Police so they are able to assist in a variety of situations.

Choice Implementation Area: Neighborhood
Implementation Partners: HNPC, City of Lewiston PD, IRCM
Timeframe: Short Term

2.2 Beautify the neighborhood and increase pride and stewardship

a. Clean up the neighborhood

Strategies to remove trash and clean up the neighborhood include:

- › **Create a contest for beautification of homes and yards**

Incentivize anyone in the neighborhood, whether it be individuals, civic groups, or businesses to improve the appearance of their property and showcase their cleaning and greening efforts by hosting an annual contest. Categories could include best in show, most improved, most creative, best garden, etc., and could be complemented by walking or biking tours to bring the community together to view the entrants.

- › **Conduct an annual spring and fall cleanup**

Encourage community ownership and pride by creating a regularly scheduled biannual event to bring the community together to clean up the neighborhood. Volunteers should be provided with the proper equipment needed – bags, rakes, brooms, etc., and a plan should be in place for the proper disposal of materials.

- › **Advocate for stronger code enforcement**

The City of Lewiston’s Code Enforcement team has increased the number of code enforcement officers designated to the Tree Streets Neighborhood and increased their enforcement of building violations and property maintenance violations in the past year. Continue to build off these improvements by:

- › Increase the efficiency in the code enforcement office. Code enforcement officers are spending more time processing violations and following up inspections. Improved technology should be supported to address processing efficiencies and fines should be considered for repeat inspections when violations are not corrected.
- › Support the rental registry recommendation (Strategy 1.3e) to add an additional fire inspector to the Fire Department to increase the number of proactive life safety inspections of apartment buildings each year.

- › The City is funding one code enforcement position through the CDBG program to address blight in the Neighborhood Revitalization Strategy Area (the Choice Neighborhood). This position will align a proactive code enforcement strategy with the Tree Street Development Framework. This code enforcement officer will prioritize these areas and work with property owners to educate them on the importance of redeveloping safe, lead-free units and provide resources to address the conditions of their buildings.

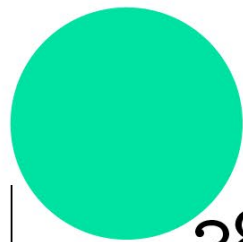
*Choice Implementation Area: Neighborhood
Implementation Partners: HNPC, the Root Cellar, Goodwill
Take 2, LUPH, Healthy Homeworks
Timeframe: High Priority, Early Action, Short Term*

COMMUNITY BUILDING

Source: Public Forum 2 Input, Interface Studio

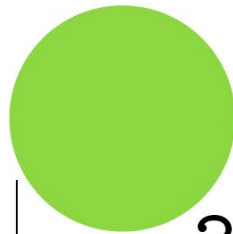
What can WE do?

WHICH OF THESE IDEAS WILL DO THE MOST TO BOOST PRIDE AND OUR SENSE OF COMMUNITY IN THE TREE STREETS?



38%

Beautify the neighborhood.



36%

Build community traditions with regularly scheduled events.



14%

Build neighborhood leadership and organization with a community group POPULATED BY RESIDENTS.



12%

Change the narrative of the neighborhood with a Meet with the Tree Streets neighborhood tour.





Blake Street Art Project



Source: Raise-Op Housing Cooperative

b. Bring color to the neighborhood

In addition to cleaning the neighborhood, the community should look to beautify and build vibrancy through multiple methods:

› With textiles

Textiles are a symbol of diversity in the city. They represent the rich history of immigrants in the past who came to work the textile mills, and the immigrants of today of who can be seen in the colorful hijabs and headscarves worn by women in the community. Much of the building stock in the neighborhood is lacking in color and character, particularly during the long winters when skies are grey and the ground is covered in snow and ice. To bring color to the neighborhood, partner with the sewing program at the Root Cellar to sew curtains for residents. This will not only bring color to grey facades, but can work to combat drafts, save energy, and reduce heating bills during cold months.

› With colorful plantings and flower boxes

In summer months, work with the community to plant flowers in the neighborhood. One resident suggested having an annual 'flower' or 'color' to maximize the visual impact of the plantings across the neighborhood.

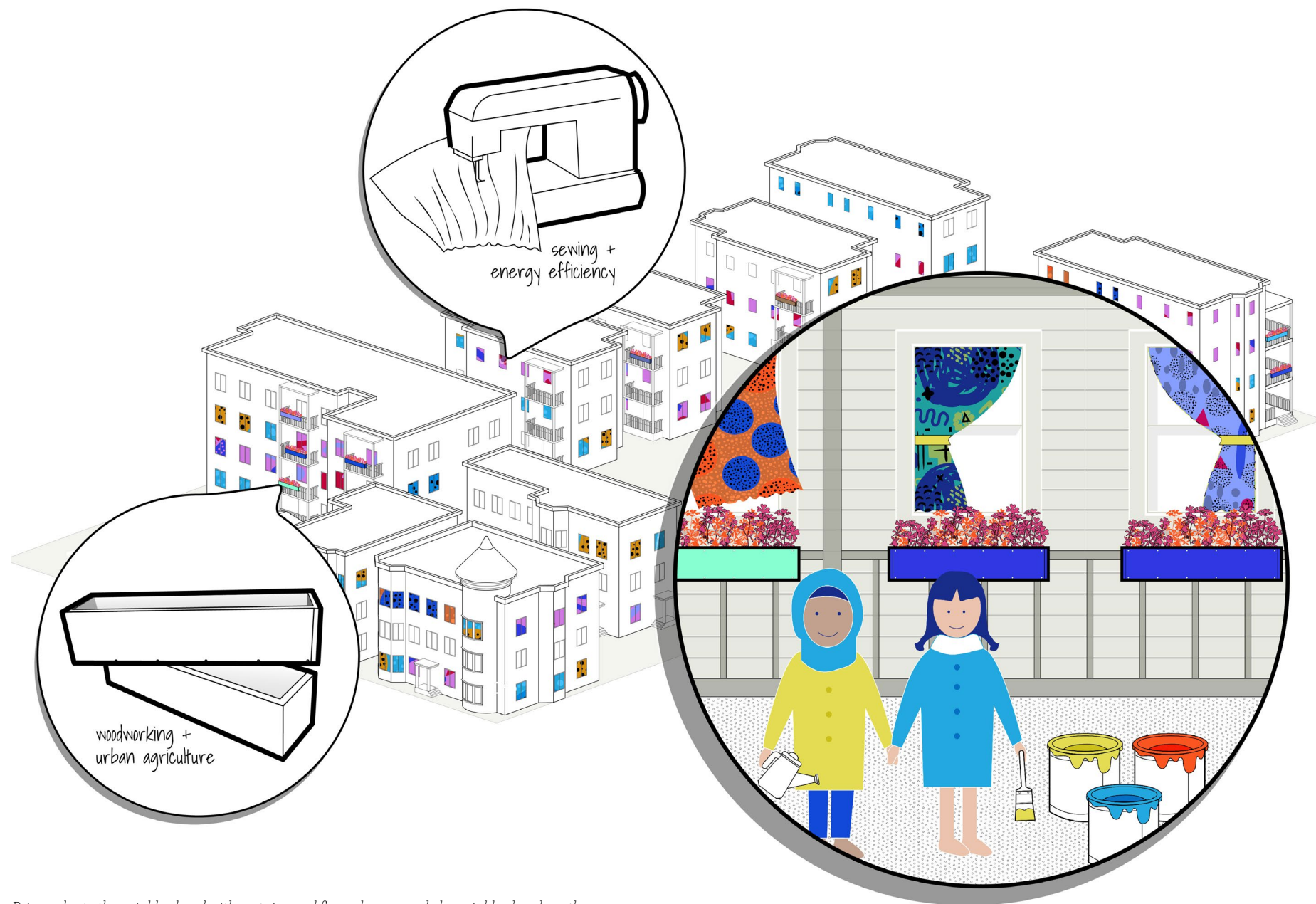
› With public art

The Blake Street Art project was completed in Summer of 2018 and helped to bring color to a vacant lot in the neighborhood. This type of initiative should be expanded across the neighborhood; work with local artists to incorporate public art at neighborhood gateways, on vacant lots, and as part of new developments.

As recommended in Strategy 7.4b, engaging youth to help implement these strategies can build community stewardship and pride in the neighborhood.

*Choice Implementation Area: Neighborhood
Implementation Partners: HNPC, Raise Op, Tree Street Youth, the Root Cellar, L/A Arts, LUPH, United Visual Artists of Lewiston Auburn, St. Mary's Nutrition Center
Timeframe: Early Action, Short Term*





Bring color to the neighborhood with curtains and flower boxes, made by neighborhood youth



Pop Up Garden (PUG)



Source: Healthy Homeworks Facebook page



c. Activate and maintain vacant lots to benefit the neighborhood

Cleaner, more beautiful blocks that are clearly taken care of and watched over are also **safer** blocks. Blighted lots in the neighborhood should be cleaned, greened, and routinely maintained so they serve as a benefit to the community instead of an eyesore, until they can be redeveloped. The City and community should work together to create an approved pattern book of easy to implement solutions for the interim use of these lots, which can include:

- > Clean and green
- > Pocket Parks
- > Urban agriculture, including urban tree farms
- > Soil remediation, phytostabilization of lead in the soil by treating it with phosphate, limestone and organic matter, and planting plants that have been shown to remove lead from the soil, for example sunflowers.
- > Community gathering spaces
- > Public Art

The community can pilot ideas on the Pop-Up Garden (PUG) or in other reclaimed spaces with a series of high impact neighborhood events. Look to fund the program with an ‘adopt a lot’ program, as well as by providing access to tools and equipment in the proposed community tool library (Strategy 8.4d).

Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston, HN NDT, Goodwill Take 2
Timeframe: Medium Term





Example of Tremont neighborhood in Cleveland, OH

d. Improve neighborhood gateways

The image of the neighborhood in the broader community's imagination needs a complete overhaul. First impressions and main city thoroughfares should be targeted and transformed as welcoming entrances in the neighborhood. Improvements should target the following intersections and distressed properties adjacent to them:

- > Birch and Bartlett Streets
- > Pine and Park Streets
- > Pine and Bartlett Streets

The design of these gateways should be unified and cohesive. At a minimum, they should be cleaned and maintained, but they should also be aesthetically pleasing with plantings, lighting, signage, crosswalks, and public art.

Choice Implementation Area: Neighborhood

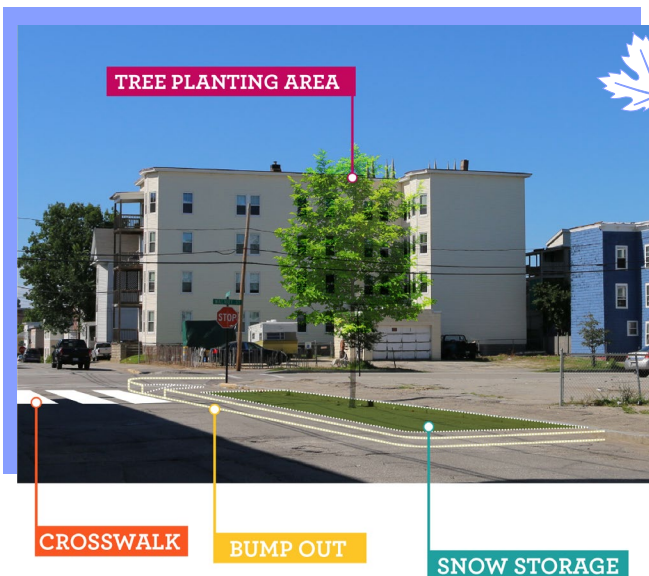
Implementation Partners: City of Lewiston, LACH, the Root Cellar, Good will Take 2

Timeframe: Medium Term

2.3 Make the Tree Streets safe for walking, biking, and riding the bus

a. Improve the walking experience

The current street network caters to automobiles, though the block density could easily support a community that is more pedestrian friendly. The City has made recent investments along Bartlett, Walnut, and Horton Streets in the neighborhood. These improvements worked towards making these streets complete streets by installing bumpouts at corners, repaving the asphalt sidewalks, and adding trees and trash receptacles throughout.



In future redesigns of streets, the City should, in addition to those basic improvements, consider:

- › Calming traffic with additional stop signs and more pronounced crosswalks.
- › Rethinking utility pole placement.
The relocation of utility poles in any street maintenance program should be required, from repaving to reconstruction, so there are at least 48" of clearance on the sidewalk at any point.
- › Maximizing the design of bump outs to include street trees and snow storage space.
In instances where an entire block frontage is being redeveloped, take the opportunity to introduce a planted strip with grass and trees to buffer the sidewalk from the street, broadening the off-street right-of-way and setting back the new development accordingly.
- › Upgrading sidewalk materials from asphalt to concrete. Asphalt sidewalks are cheaper in the short term but degrade much faster in the long term, causing unsafe walking conditions.
- › Upgrading street lights to be of a pedestrian scale (Strategy 2.1d)
- › Leverage new developments to include sufficient setback and design that promotes walkability, including expanding the sidewalk width, green space for snow storage, etc. (Strategy 4.2c)

› Address accessibility of sidewalks in all seasons.

Residents frequently complained of icy walking conditions during winter months, forcing them to often walk in the middle of the road. Many cited the issue of not having sand available for pick up in the neighborhood as a major factor, citing incidents or residents taking sand from local sand boxes to use as a resource. To alleviate this issue, consider having sand available in the neighborhood for those who do not drive so they can bring over small amounts to their residences. Also, consider placing sand containers throughout the neighborhood, where residents can sprinkle their sidewalks without having to rely on transportation or their landlords to address the problem.

*Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston
Timeframe: Short Term*

"Get the sidewalks truly
CLEARED in winter. Free of
snow + ice. ALL OF THEM."

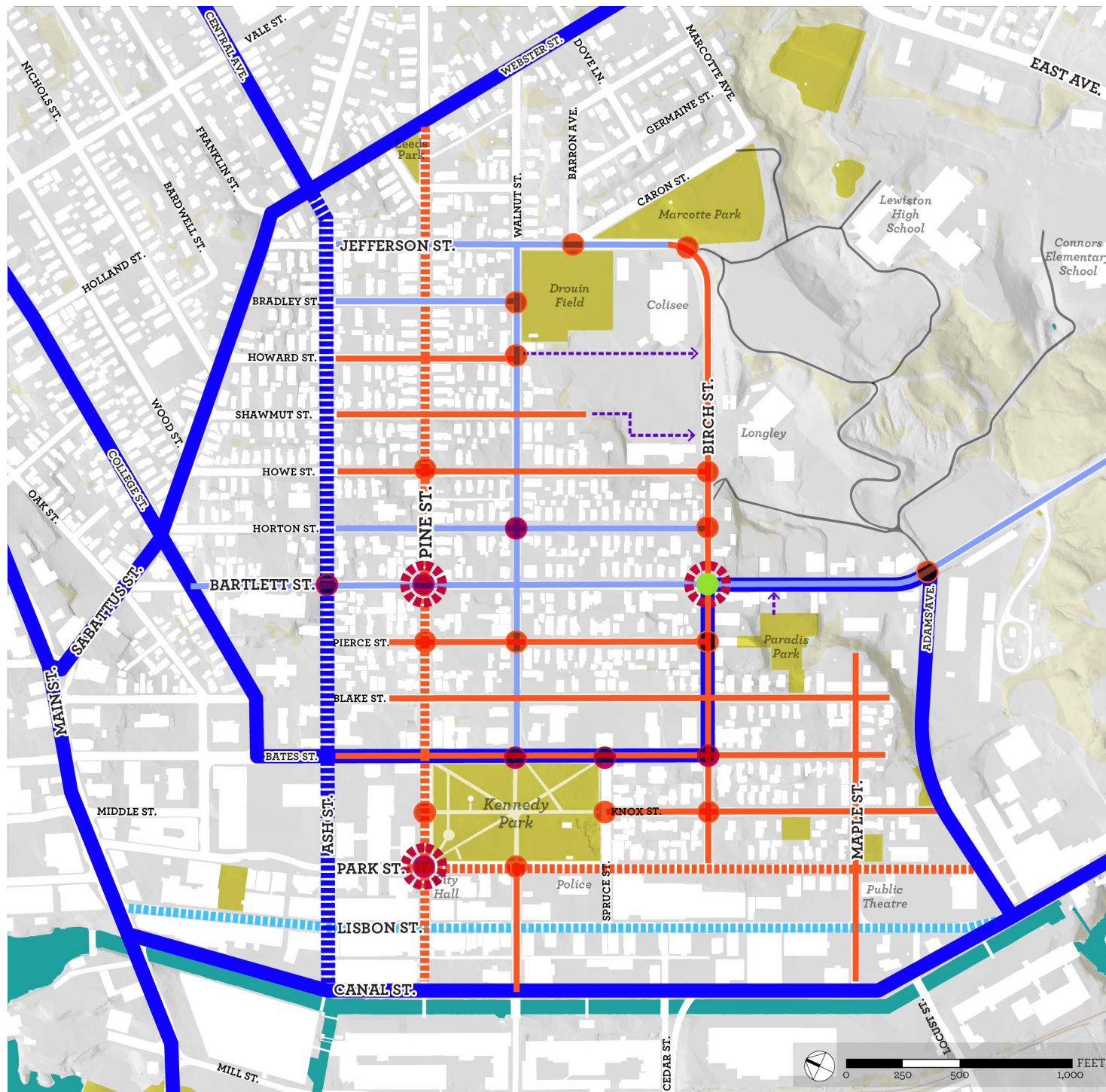


Figure 50. Map of Proposed Street Network Improvements

b. Target street improvements on problematic streets

Certain streets and intersections in the neighborhood are dangerous, suffering from speeding traffic, and should be improved for pedestrian safety. These improvements include:

› Calm Traffic on Pine and Ash Streets

These streets are critical connections between Downtown, the Tree Streets Neighborhood, and Bates College. They were originally designed as two-way streets, and were converted to a one-way pair decades ago. In 2001, both streets were restriped to provide one travel lane and a bike lane. However, the roadway width, curb-to-curb, never changed. This has resulted in one very wide travel lane that encourages cars to speed.

In order to calm traffic, the City has two options.

1. If the streets are to remain a one-way pair, the width of the street curb-to-curb should shrink, and the excess square footage of pavement can be repurposed as pedestrian and planting space. An example of this type of design can be seen on Lisbon Street in Downtown, where the street has bump outs, wider sidewalks, tree plantings, and parking on both sides of the street.
2. If the streets are converted back to two-way, some tradeoffs will need to be considered. The width of the right-of-way cannot accommodate the existing sidewalk, two parking lanes, two travel lanes, and bike lanes. Converting these streets to two-way may mean the loss of parking or bike lanes, depending on the neighborhood's priorities.

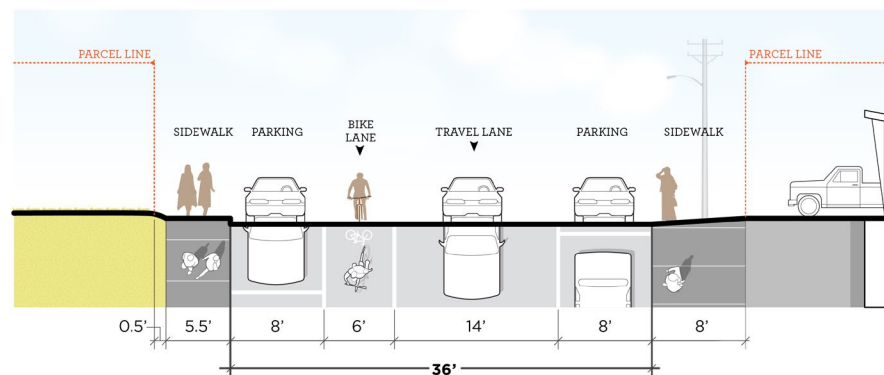
According to crash data that was received from the Lewiston Police Department, the intersections of Bartlett and Pine Streets and Bartlett and Ash Streets are the most dangerous intersections in the neighborhood. The redesign of these streets should also target those intersections, specifically, for safety improvements.

Choice Implementation Area: Neighborhood

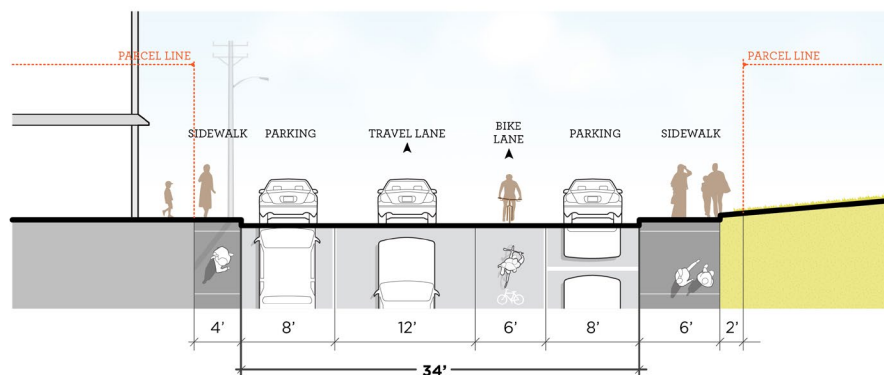
Implementation Partners: City of Lewiston, Goodwill Take 2

Timeframe: Medium Term

PINE STREET: EXISTING
(BETWEEN PIERCE & BARTLETT, LOOKING SOUTH)

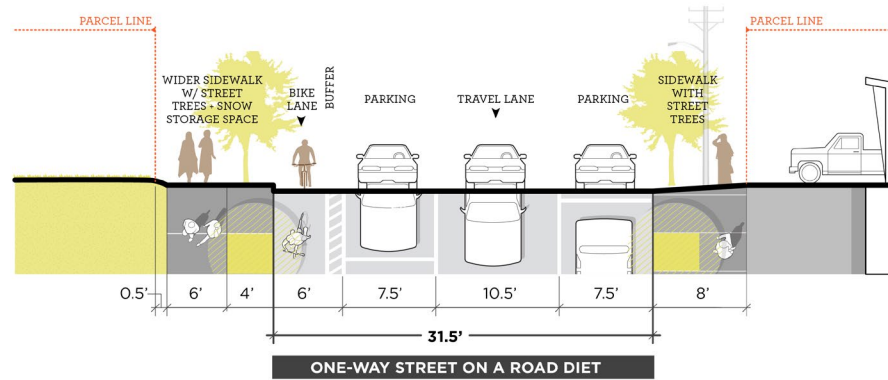


ASH STREET: EXISTING
(BETWEEN PIERCE & BARTLETT, LOOKING SOUTH)

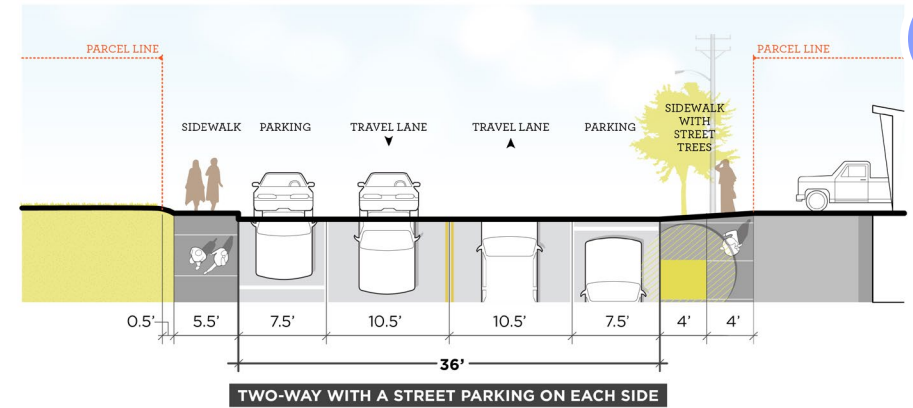




PINE STREET: OPTION 1
(BETWEEN PIERCE & BARTLETT, LOOKING SOUTH)



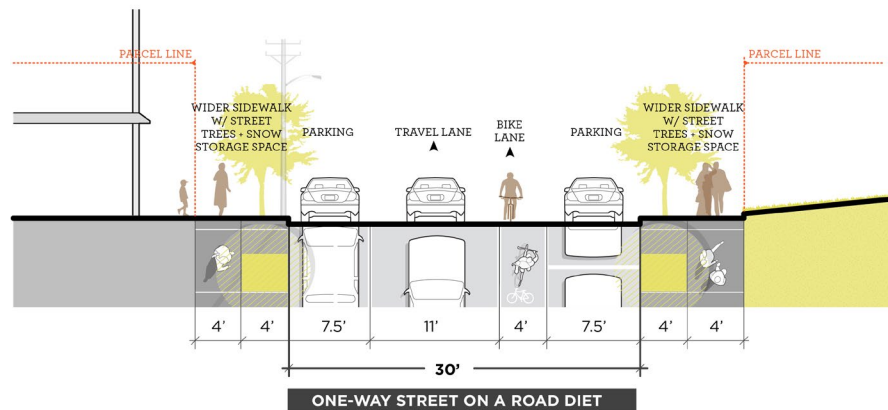
PINE STREET: OPTION 2
(BETWEEN PIERCE & BARTLETT, LOOKING SOUTH)



2



ASH STREET: OPTION 1
(BETWEEN PIERCE & BARTLETT, LOOKING SOUTH)



ASH STREET: OPTION 2
(BETWEEN PIERCE & BARTLETT, LOOKING SOUTH)

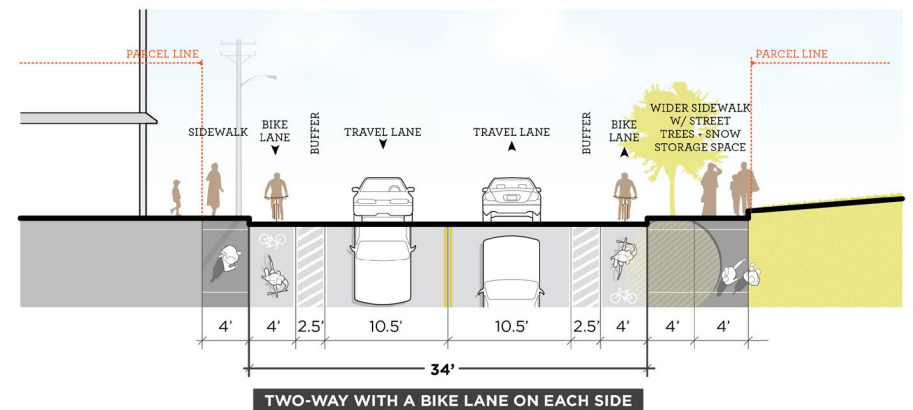


Figure 51. Pine and Ash Street Section Options

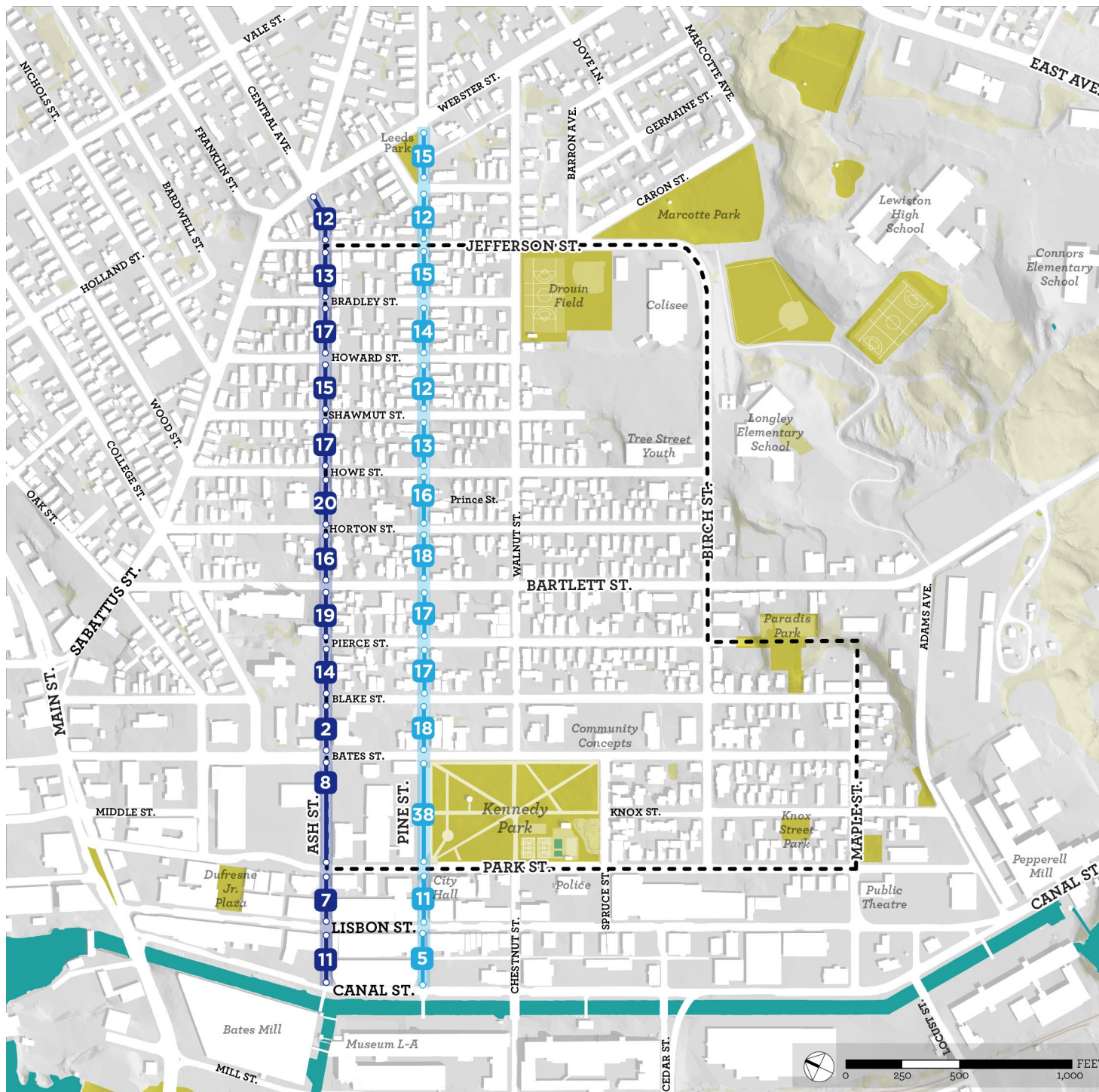


Figure 52. On-street parking counts by block along Ash and Pine Streets

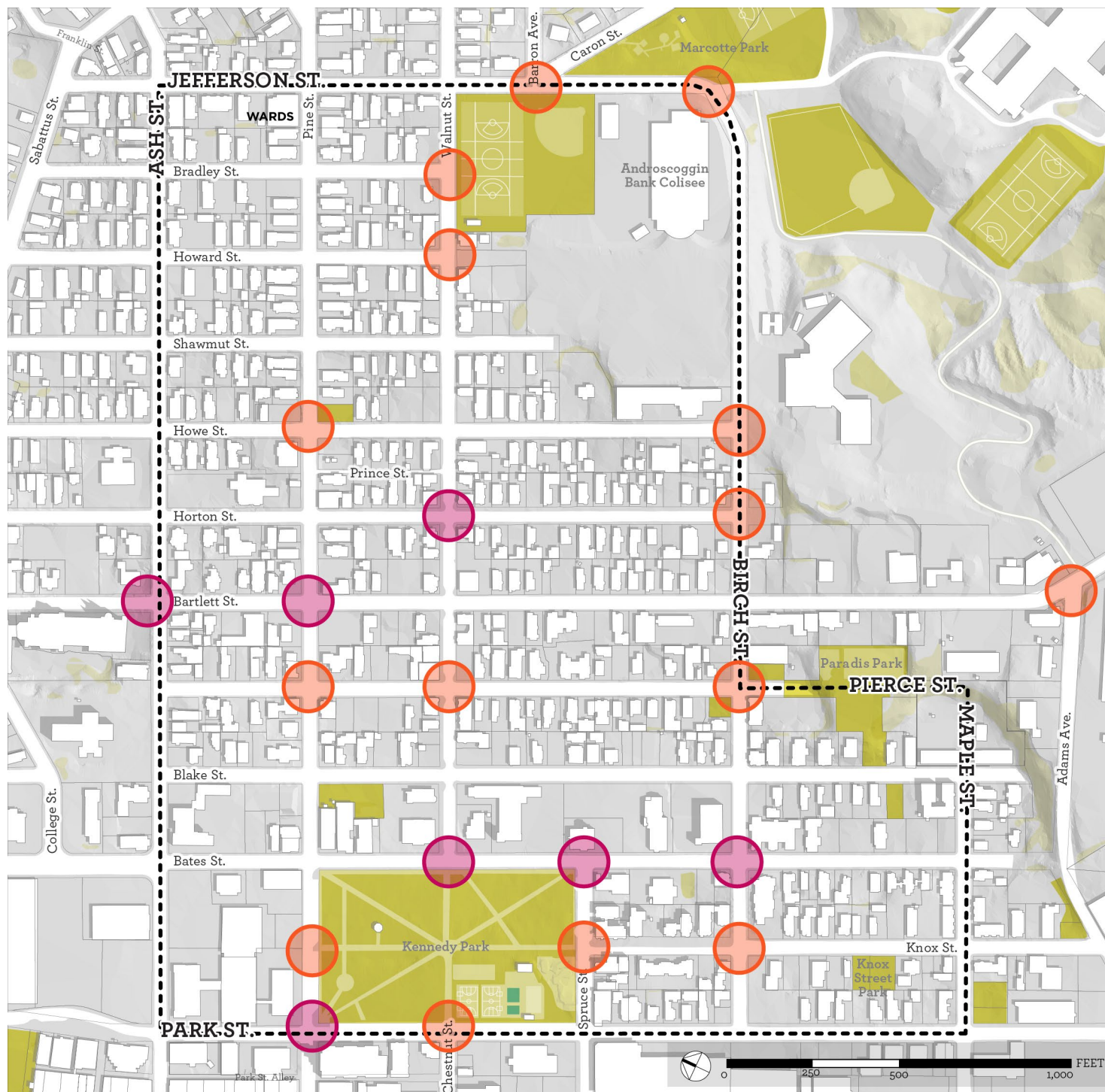


Figure 53. Map of the proposed stop sign locations

POTENTIAL STOP-SIGN LOCATIONS

- TREE STREETS NEIGHBORHOOD
- PRIORITY PROPOSED ALL-WAY STOP SIGN LOCATION
- PROPOSED ALL-WAY STOP SIGN LOCATION

- › Install stop-signs at key intersections

Many important crossings in the neighborhood do not require vehicles to stop, creating dangerous situations, particularly given the number of youth – often unsupervised as they move through the neighborhood. The City should consider prioritizing stop signs at the following intersections, and require cars to stop in all directions:

- › Jefferson Street and Barron Avenue
- › Walnut and Jefferson Streets
- › Walnut and Bradley Streets
- › Walnut and Howard Streets
- › Walnut and Pierce Streets
- › Walnut and Bates Streets
- › Bates and Birch Streets
- › Birch and Horton Streets
- › Birch and Bartlett Streets
- › Birch and Pierce Streets
- › Birch and Knox Streets
- › Bartlett Street and Adams Avenue
- › and all around the Kennedy Park



c. Make it easier to get around without a car

- › **Advocate to restore funding** that brings back the previous level of transit service.

Local funding was cut several years ago by the City of Auburn and Lewiston, which subsequently hurt Citylink's ability to access federal funds.

- › **Once funding is restored, build a transit experience that works for residents through:**

- › Improved transit service with increased geographic coverage, frequency, and ease of use to be truly convenient for riders.
- › Expanded schedules, including night and weekend service.
- › Increased frequency of service from one-hour headways to half-hour headways.
- › Advocating to change the policy that forbids residents from bringing personal grocery carts on buses.
- › Installing well designed bus shelters at key stops throughout the neighborhood that both enhance the character of the street and provide shelter for residents while they wait for the bus.

- › **Assess opportunities for alternative transportation modes, such as a rideshare program of community-run jitney buses that can serve as transit infill.**

Jitneys come in many shapes and sizes, from small mini-buses to full length vehicles. Jitneys offer a couple of advantages over buses: they are often quicker, the fares are inexpensive, and they run at a very high frequency, making them incredibly convenient. They are typically not on a preset schedule, many drivers rent a bus by the day, and then spend their workday driving up and down the route, picking up passengers as needed. This could help to address the coverage and short operating window of the current Citylink bus system.

- › **Expand the bike network**

The proposed bike network can be seen in Figure 50, which advocates for the added bicycle infrastructure that was recommended as part of the 2017 Comprehensive Plan, installing bike lanes on Bates Street from Ash to Birch, Birch Street from Bates to Bartlett, and on Bartlett from Birch to Adams.

The neighborhood should also advocate for a public-access neighborhood bike pump, secure bike storage in new multi-family developments, and bike parking at major destinations in the neighborhood.

Choice Implementation Area: Neighborhood

Implementation Partners: City of Lewiston, Complete Streets Committee, Bates, Goodwill Take 2, LUPH

Timeframe: High Priority



d. Improve key connections to, from, and within the neighborhood to other City assets

- › Ensure that entrances to major open spaces in the neighborhood - Kennedy Park, Paradis Park, Drouin Field - are safe and welcoming, and include pronounced crosswalks, bumpouts, and traffic calming measures. It is also important to improve connections to local schools; see Safe Routes to School Strategies [14.2].
- › Enhance the neighborhood's connection to the river trail, mills, and canals, with the key connection being Walnut Street to Chestnut Street. Integrate wayfinding signage and safe crossings.

Choice Implementation Area: Neighborhood

Implementation Partners: City of Lewiston, Bates, LUPH

Timeframe: Short Term



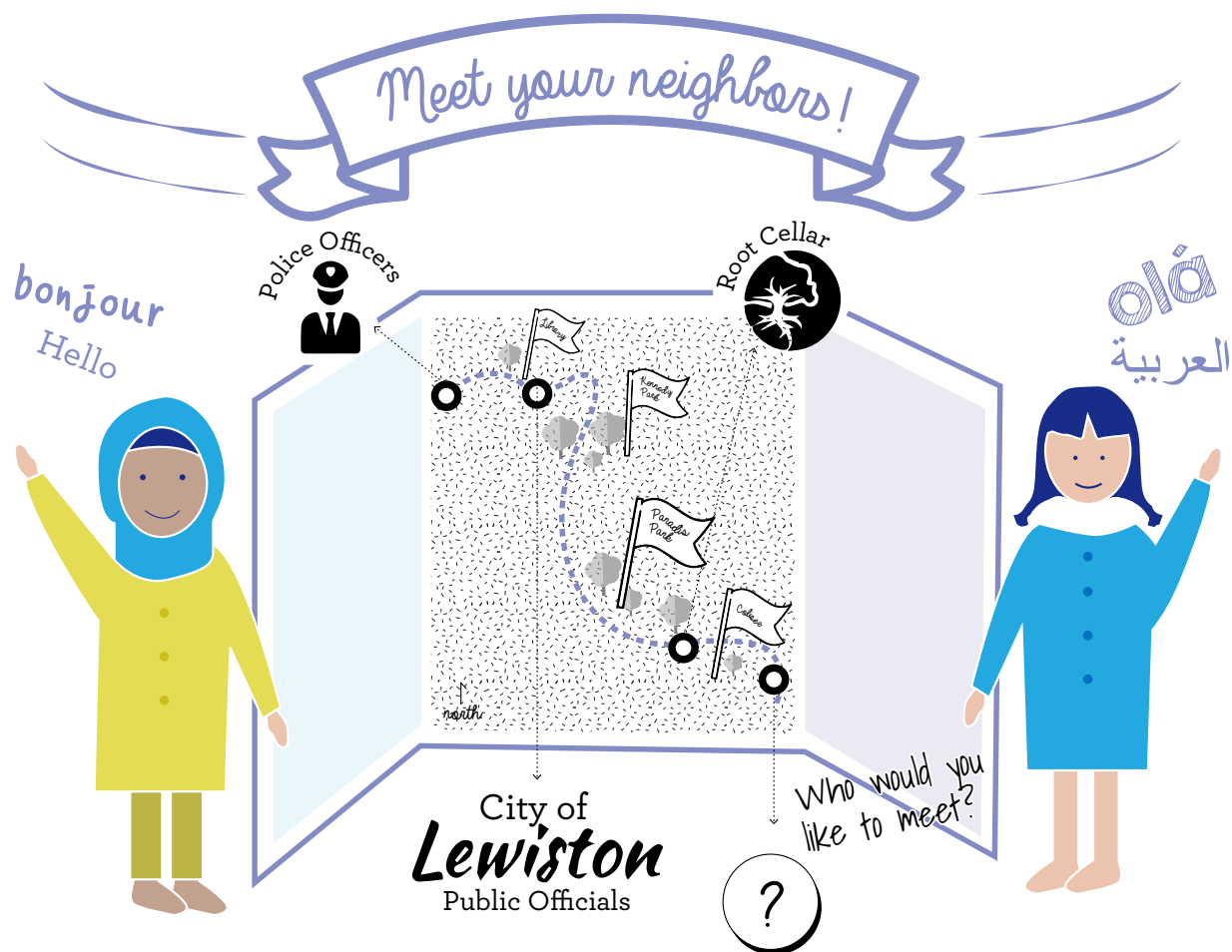
Entrance to Kennedy Park from Knox Street

2.4 Change the narrative of the neighborhood

a. Offer Meet the Tree Streets Neighborhood tours and events

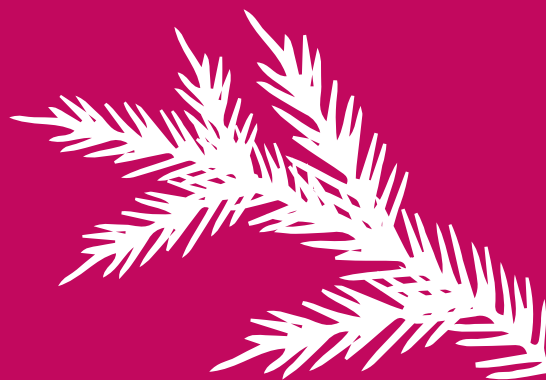
Reintroduce the broader community, City workers, and local stakeholders to the Tree Streets by bringing them into the neighborhood for a walking or bike tour. The tour guides could be neighborhood youth or residents that act as ambassadors, taking participants to visit and experience all of the assets the community has to offer, breaking down barriers, and changing the way ‘outsiders’ view the neighborhood. Key stops include Tree Street Youth, the Root Cellar, Raise Op, community gardens, St. Mary’s Nutrition Center, and the Mogadishu Business Center for some sambusas, of course.

Choice Implementation Area: Neighborhood
Implementation Partners: IRC, HNPC, YWCA, Bates College, CCU, Root Cellar, Goodwill Take 2, LUPH, Promise EEC
Timeframe: Short Term





Blake Street Art project



GOAL 3

GROW THE INCLUSIVENESS OF OUR COMMUNITY BY INCREASING TRUST AND RELATIONSHIPS ACROSS CULTURES

What is the need?

There is a serious need for more cultural understanding and community building within the Tree Streets.

In a County that is 95% white, the Tree Streets are 18% black, though other estimates are as high as 30% black. Longley Elementary School's student population is 70% black and 23% white. "New Mainers" - African immigrants and refugees - now account for an estimated 11% of the population, though estimates may suffer from under-counting. The Tree Streets are a diverse community, and have been for a long time, though the continent of origin has changed over the last century. In many ways, Lewiston is ahead of the curve with respect to immigration and integration, but there is still a lot of work to do. Last summer, one incident in particular exacerbated racial divides, when a fight between a group of teens and other park users resulted in a man being beaten to death on Knox Street.

The need for greater social trust and connection among neighbors was frequently mentioned at Maple Knoll Resident Advisory Group meetings, and fewer than half of those residents surveyed reported feeling self-sufficient in relation to involvement in their community. The need for social connections and trust was one of the points most often mentioned in open-ended questions about what the neighborhood needs in the survey conducted in nearby buildings as well. In that survey, only nine percent of respondents were completely satisfied with social connections in the neighborhood, and another 23% somewhat satisfied, leaving nearly 70% not satisfied with current levels of neighborly connection.

"I LOVE THE DIVERSITY MOST about the neighborhood. I love that it's small. I can call anyone. Love the SMALL TOWN FEELS."



"From 2001 on, we've been seeing the racial divide, especially with the Somali refugees. It's clear now that a lot of cultural integration still needs to happen. The recent incident in Kennedy Park has been very hard on everyone. It just shows that things we thought were getting better were built on soft ground."

What are the recommended strategies and targeted outcomes?

3.1 Build community traditions with regularly scheduled events that nurture community, social connections, and social supports

World Refugee Day



Source: Sun Journal

a. Build International Day and Lewiston-Auburn World Refugee Day

In 2016, Lewiston started an annual celebration of culture for World Refugee Day in Simard-Payne Memorial Park for past and present immigrants. It offers games and face painting for children, music, information tables for local resources, a fashion show and dance performances. One of the highlights of the yearly event is the food, with offerings from nine countries. They included kunafa from Jordan, mikate from the Democratic Republic of the Congo, chicken and rice from Somalia, fatira from North Sudan, fadira from Djibouti, and basbousa from Iraq.²⁹

Growing this event, potentially into a week-long series of events, and bringing the celebrations into the Tree Streets Neighborhood could help improve neighborhood relationships and cultural understanding across different ethnic groups. In addition, festival organizers should look to host the capstone event on the weekend to boost attendance.

Choice Implementation Area: People
Implementation Partners: City of Lewiston, IRC, HNPC, YWCA, CCI, Promise EEC
Timeframe: Short Term

²⁹ <https://www.sunjournal.com/2018/07/30/unity-focus-of-world-refugee-day/>

b. Bring programming to both Kennedy Park and across the neighborhood

Kennedy Park is the center of civic life Downtown and is the largest park in the neighborhood. It is an invaluable resource, and should be activated throughout the year to bring the community together in all seasons. Ideas that emerged from the community input process include:

- > Bring back the annual summer BBQ
- > Continue the Lewiston Police Department Movies in the Park series
- > A Winterfest in Kennedy Park

Consider a weekend popup festival to bring the community together in the winter months, outside. Activities could include fire pits, a snowman building competition, live music, s'mores, a hot cocoa competition, ice sculpture carving, snowga (yoga in the snow), a temporary ice rink, or even temporary hot tubs.



In addition to events at Kennedy Park, there is also room for community-focused events in the neighborhood specifically aimed at Tree Streets residents to give neighbors more opportunities to get to know one another and learn about their different backgrounds. With the redevelopment of Maple Knoll and the creation of replacement units within mixed-income redevelopments, new opportunities for neighbors to get to know each other will also be important.

There was no shortage of ideas of ways for the community to come together on a more regular basis, including:

- > Monthly Community Dinners
- > Fall Festival and Pumpkin carving contest
- > Porch local music festival (For an example, see [Somerville Arts](#))
- > Block parties
- > Movie and game nights

Choice Implementation Area: Neighborhood
Implementation Partners: HNPC, City of Lewiston, CCI, Sophia's House, the Root Cellar, Goodwill Take 2, LUPH, Promise
Timeframe: Medium Term

JANUARY  Winterfest	FEBRUARY  Winter Farmer's Market	MARCH  Continue Community Dinners	APRIL  Spring Clean up Egg Hunt
MAY  Outdoor Movies Mother's Day	JUNE  Porch Music Festival, Pride L/A Congolese Independence Day Great Falls Brewfest	JULY  World Refugee Day 4th of July	AUGUST  Bring back the Summer BBQ in Kennedy Park Balloon Festival, International Youth Day
SEPTEMBER  National Kids Day Maine Inside Out Block Party	OCTOBER  Pumpkin carving contest Trick or Treat Halloween Party	NOVEMBER  Thanksgiving Community Dinner Twin Cities Holiday Celebration	DECEMBER  Lighting of Christmas Tree, Winter Festival Community Christmas Party, Sparkle Sunday
OTHER NON-SEASONAL EVENTS			
			Lewiston Farmers Market, Art Walk, Gardening together at community gardens, Various events in Kennedy Park

3.2 Find common ground through shared stories

a. Cultivate story telling by community members, like “Humans of New York”

In addition to physically bringing the community together as in the recommendations above, the community should create a cultural understanding campaign, featuring video stories from neighborhood residents about their origins, how they came to live in the Tree Streets, and their passions, hopes, and dreams. These stories should all be tagged on social media with the same hashtag, and feature residents in the neighborhood from all backgrounds, young and old.

Choice Implementation Area: People

Implementation Partners: HNPC, Center for Wisdom’s Women, Trinity Jubilee Center, Root Cellar, LUPH

Timeframe: Short Term

b. Develop a Cultural Exchange Ambassadors Program

American culture and neighborhood norms can present quite a learning curve for immigrants and new neighbors. Oftentimes, it is the immigrant children who take on adult roles and responsibilities, as they are quicker to pick up the language and learn to maneuver services. As in the recommendation from Legacy Lewiston, the neighborhood should consider and encourage a Cultural Exchange Ambassadors Program where locals volunteer to be paired with a newcomer who wants help getting acclimated to Lewiston. This kind of program would provide a low-pressure opportunity for people to learn about fellow residents, build language skills and confidence, and break down cultural barriers. It would also help to ease the burden often placed on the younger generation by expediting their parents’ comfort in navigating this new environment.

Choice Implementation Area: People

Implementation Partners: IRC, YWCA, Root Cellar

Timeframe: Short Term



3.3 Work to better understand and celebrate our multi-culturalism

3

a. Conduct a community census

In conducting the demographic analysis for this Transformation Plan, it became clear that the stated demographics in the U.S. Census data do not align with the reality on the ground in the neighborhood, and were being obscured by significant suspected undercounting of Lewiston's refugee and immigrant population. This undercounting may be the result of a variety of reasons, including language barriers or fear of eviction, particularly when it comes to stating how many persons are living in an individual unit. This undercounting damages the neighborhood's ability to access resources that may be available to them and for planners to appropriately prescribe the types and size of new housing units.

To combat this undercounting, the community should gather its own data in the form of a community census, to be conducted as an early action item once this plan is adopted, and updated on a regular basis, once every three years, to accurately assess who is living in the neighborhood and how it is changing over time. This survey should be conducted in partnership with Bates College researchers, and be distributed in multiple languages by a diverse group of neighborhood residents.

Choice Implementation Area: People
Implementation Partners: CCI, Neighborworks, Bates Researchers
Timeframe: Early Action, Short Term

b. Increase civility and compassion through trainings for City workers, police officers, employers, landlords, and residents

Conduct trainings for people in positions of power in the neighborhood, including those who work for the City of Lewiston, employers, and landlords to help increase understanding and empathy for fellow citizens and students, clients and constituents. These trainings should be addressed by a trusted community-based organization, fluent in the values and traditions of different immigrant groups as well as representatives or spokespeople of different socio-economic backgrounds. The trainings should encourage hiring practices that diversify the work force of the City, Police Department, Public Schools, and other agencies, using the Lewiston's Adult Education Construction Training Program as a model.

Choice Implementation Area: People
Implementation Partners: City of Lewiston, IRC, HNPC, YWCA, CCI, Healthy Andro, Bridges Steering Committee w/partners, Root Cellar, LPS, LUPH, Healthy Homeworks
Timeframe: Short Term

c. Ensure that physical improvements are culturally sensitive and linguistically accessible

Physical improvements made in the neighborhood, such as new housing, street redesigns, new playgrounds, etc, should take care to understand who the future users of that investment will be, and how it will be utilized. This is a diverse neighborhood, and improvements must cater to a diverse group of users. This may include signage in multiple languages, or housing that meets the needs of today's families.

Choice Implementation Area: Neighborhood
Implementation Partners: Developers, City of Lewiston, LACH
Timeframe: Short Term

d. Incorporate multi-lingual historical markers and signage

This neighborhood has a deep rooted history of immigration – since the 1900s waves of immigrant families came to Lewiston to work the mills, including Irish, French Canadian, Chinese, English, Germans, Scottish, Welsh, Lithuanians, Italians, Greeks, and East European Jews. Some were fleeing war and famine, others fleeing cultural and religious oppression, but all of them were seeking jobs and economic opportunities. History is now repeating itself, as the next wave of immigrants have come to Lewiston in search of a better life. This history should be expressed in the public realm through historical markers and signage, where passersby can learn about the development of Lewiston and the importance of immigration in the evolution of the neighborhood. Work with graphic designers and local fabricators to develop and produce new, multi-lingual signage at a range of scales. The design and use of multiple languages should be welcoming to existing residents and promote local diversity to visitors.

*Choice Implementation Area: Neighborhood
Implementation Partners: Root Cellar
Timeframe: Short Term*



3.4 Ensure that all voices are heard and all voices have power

a. Bolster Lewiston Adult Ed's Citizenship program to help immigrants achieve citizenship and thus a better-represented public during voting periods

A central focus of the community in this planning process was ensuring that all residents of Maple Knoll and of the neighborhood have a voice in shaping the future of the Tree Streets. While the commitment to hearing all voices will remain as implementation moves forward, an important next step to formalize this is to ensure that all eligible residents have a vote – and make use of their vote. Achieving this will require that immigrants gain citizenship and thus be able to vote for candidates who will help to address the needs of the community. Having more balance and diversity in representation in local government will help to shape policy, strengthen advocacy, and increase funding for the neighborhood. Working with new arrivals to gain citizenship is the first step in this process.

Choice Implementation Area: People
Implementation Partners: IRC, HNPC, the Root Cellar, LUPH
Timeframe: Short Term

b. Ensure access to legal representation and remove language barriers

To better support Lewiston's growing immigrant population and prevent the community from being marginalized and taken advantage of, materials on legal services and programs should be translated into appropriate languages, and informational sessions on various topics (renter rights, immigration processes, domestic violence, etc.) should be conducted. The Community Navigators can play a role here, working to connect residents with legal counsel and supports that exist in the neighborhood.

Choice Implementation Area: People
Implementation Partners: Pine Tree Legal, IRC, Bates College
Timeframe: Short Term





GOAL 4

GROW AN INVENTORY OF HEALTHY HOUSING AND OFFER HOUSING CHOICES FOR ALL

What is the need?

The Maple Knoll Apartments must be replaced.

Maple Knoll Apartments is a severely distressed housing development and the instigation of this Choice Neighborhood Planning Initiative. Because of its severely deteriorated condition documented in the Physical Needs Assessment that was a precursor to this Choice Transformation Plan, it is not feasible to rehabilitate. It must be replaced. In a focus group with residents, nearly all stated that Maple Knoll is just one step up from homelessness. They would live anywhere else if they could get in or could afford it.

The housing market is weak in the Tree Streets.

Only 253 new dwelling units have been constructed in the Tree Streets Neighborhood since 1990. At this average of nine units per year, it would take more than 240 years to fully renew the neighborhood housing stock when a healthy urban housing market does so in just 50. Housing investments in rehabilitation and repairs in the Tree Streets Neighborhood have been far too limited, and often demolitions have not been followed by reconstruction, resulting in a net loss of available homes. In the past 10 years alone, the City has demolished at least 217 dwelling units in the Choice Study area, of which 142 (65%) were in the Tree Streets. New residential construction in recent years

has always been subsidized, as the market is not able to support residential development without subsidy. There is an urgent need for catalytic new developments that build investor confidence, jump-start market activity and encourage a ripple effect of smaller scale reinvestment.

The existing housing stock is largely pre-1930s multi-family buildings with many dwelling units. The average number of units per parcel in the Tree Streets Neighborhood is six. There is a need to lower that density, and to provide a new mix of single-family and multi-family units for a range of incomes and household sizes.

The transformation plan must respond to the needs of today, with designs for new homes that remain flexible enough to adapt to the changing sizes and structures of families over time.

The Census data does not fully depict the demographics of the neighborhood. Based on feedback provided in the housing focus groups, there is an immediate unmet need for very large units (four to six or more bedrooms) that can accommodate families with many children (10 or more). Parents recognized that the next generation may choose to have smaller families.

"The housing market is starting to feel tight. We've done a lot of demolition, but with that there's a crunch. Folks can't find places to live. We have units that aren't meeting code, but it's their only option."

"We need new low-income housing. And we also need more market-rate housing."

"I'd like to see housing that looks good, feels good, and feels like home, designs that honor the history of the architecture and the needs of residents."

The resolution is to produce a mix of new homes for a range of family sizes and price points, including studios for seniors or transitional housing for people experiencing homelessness, conventional family units, and up to six-bedroom homes for large families with many children.

The Market Study in Appendix IV provides additional detail on existing affordable and mixed-income housing resources in the Androscoggin County PMA. Despite the sizable inventory existing in the City of Lewiston – 49.2% of the County’s affordable units for seniors or people living with disabilities and 62.7% of the County’s general occupancy affordable and mixed-income units – demand still exceeds available supply.

RES estimates that the existing and planned inventory of senior housing in the Androscoggin County PMA will accommodate just 50.5% of income-eligible seniors age 62 and older. RES estimates that the existing and planned inventory of affordable units for families will meet the needs of just 30.2% of income-eligible households – fewer

"We've got large families living in small units. I've seen kids sleeping in shifts."

than one in three households. Market-rate rental apartments are also in high demand, particularly newly constructed units.

The number of households in Tree Streets of any age with a disability requiring a housing accommodation, or which could benefit from service enriched housing, cannot be determined with available data. Anecdotally, the supply of units for such households is extremely limited and the community expressed an urgent need for both one bedroom units for adults with mental health disabilities and larger units for families with members who have one or more disabilities of all kinds. The RES Market Analysis concludes that there is an unspecified yet real unmet need for accessible and service enriched housing.

The United Way of Androscoggin County estimates that there are 100 people in the County on any given night who “are looking for a place to call home.” Lewiston/Auburn’s 2009 Homeless Plan aspired to end homelessness among the two cities within ten years. That Plan failed. The cities are organizing again to develop a new plan, but no clear data regarding the state of homelessness in Lewiston has yet been assembled. Still, every Tree Street resident has a

searing awareness that homelessness very much exists in our community, some quite visibly in Kennedy Park and the corners and stoops of public buildings, but mostly hidden on the couches and floors of relatives, in cars on quiet streets, and in the several shelters Downtown. Many Tree Streets residents, because of their poverty, are themselves in and out of homelessness. Some regional residents arrive in Lewiston searching for work or services without resources or shelter, struggling with homelessness until they do. Human trafficking, substance abuse, and domestic violence, all significantly on the rise in Tree Streets, exacerbate the basic challenges of housing affordability that most households face today.

Recent development in the neighborhood lacks character, and does not promote a neighborhood feel.

There are too few trees in the tree streets. Parking requirements increase the number of curb cut, limiting room for street trees and storm water innovations, and detract from the walkable nature of the neighborhood.

What are the recommended strategies and targeted outcomes?

4.1 Redevelop sites in the Choice Neighborhood with different types of homes and selective density

Growing Our Tree Streets identifies two key opportunity sites for the replacement of the Maple Knoll Apartments, one along the northern edge of Kennedy Park, and one at Pine and Bartlett Streets, extending further into the neighborhood along Pierce as well. The replacement of the Maple Knoll units will be distributed across these two sites, which together will offer 130 new rental homes in a range of sizes, housing types, densities, and prices to meet the needs of the current Maple Knoll residents as well as other households that are now in or that may want to come to the community. Half of the new apartments will be affordable, and half will be built at market-rate, priced to Lewiston's Housing Market Area. Denser housing types will be located along two primary neighborhood spines, Pine Street and Bartlett Streets, while smaller-scale residential structures designed to complement the existing neighborhood fabric will front Pierce Street and portions of Bartlett Street.

With the replacement housing complete, redevelopment of the Maple Knoll Apartments site can proceed, introducing up to 13 homes for sale to strengthen the base of homeownership already present on Blake and Maple Streets. In all, the replacement housing across the three sites will result in a net-increase of 23 rental apartments and 13 for-sale homes on those sites, factoring in demolitions. Additional rehab and infill along neighborhood connector streets will strengthen the link between these three nodes of concentrated reinvestment (See Strategy 4.2).

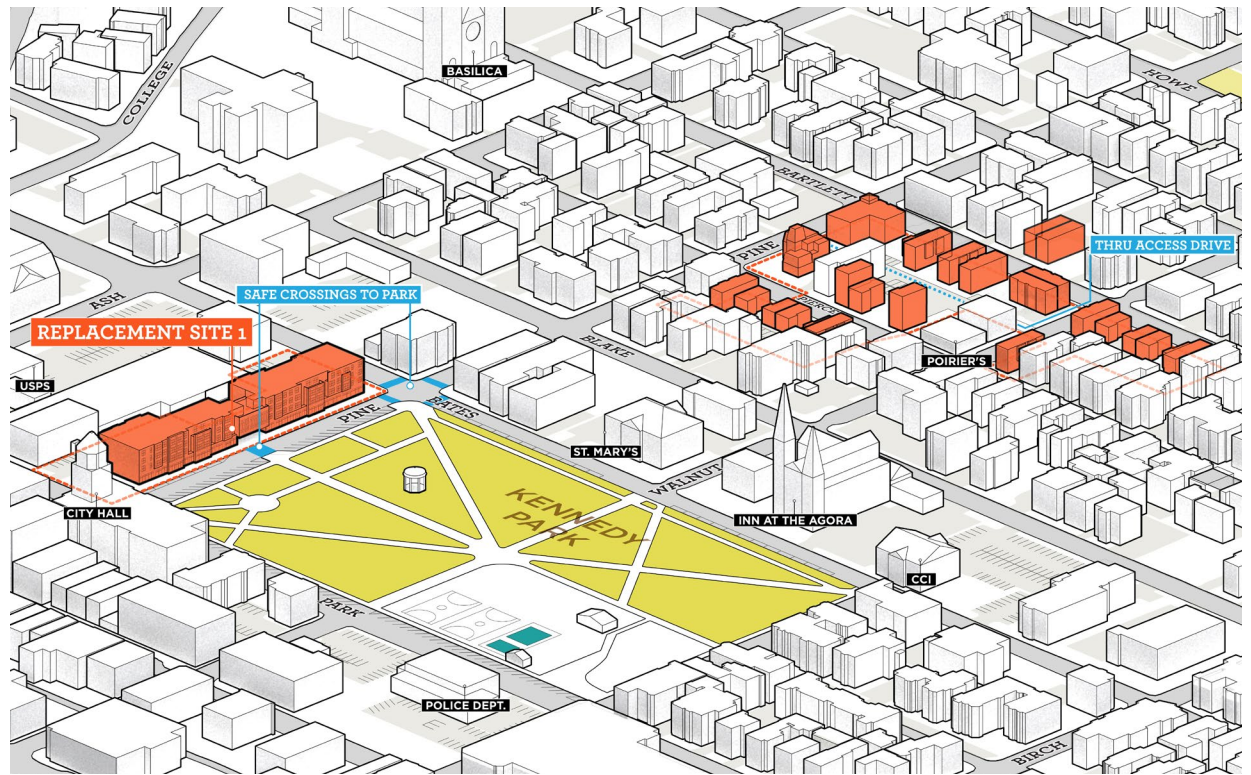


Figure 54. Model view of Maple Knoll replacement sites

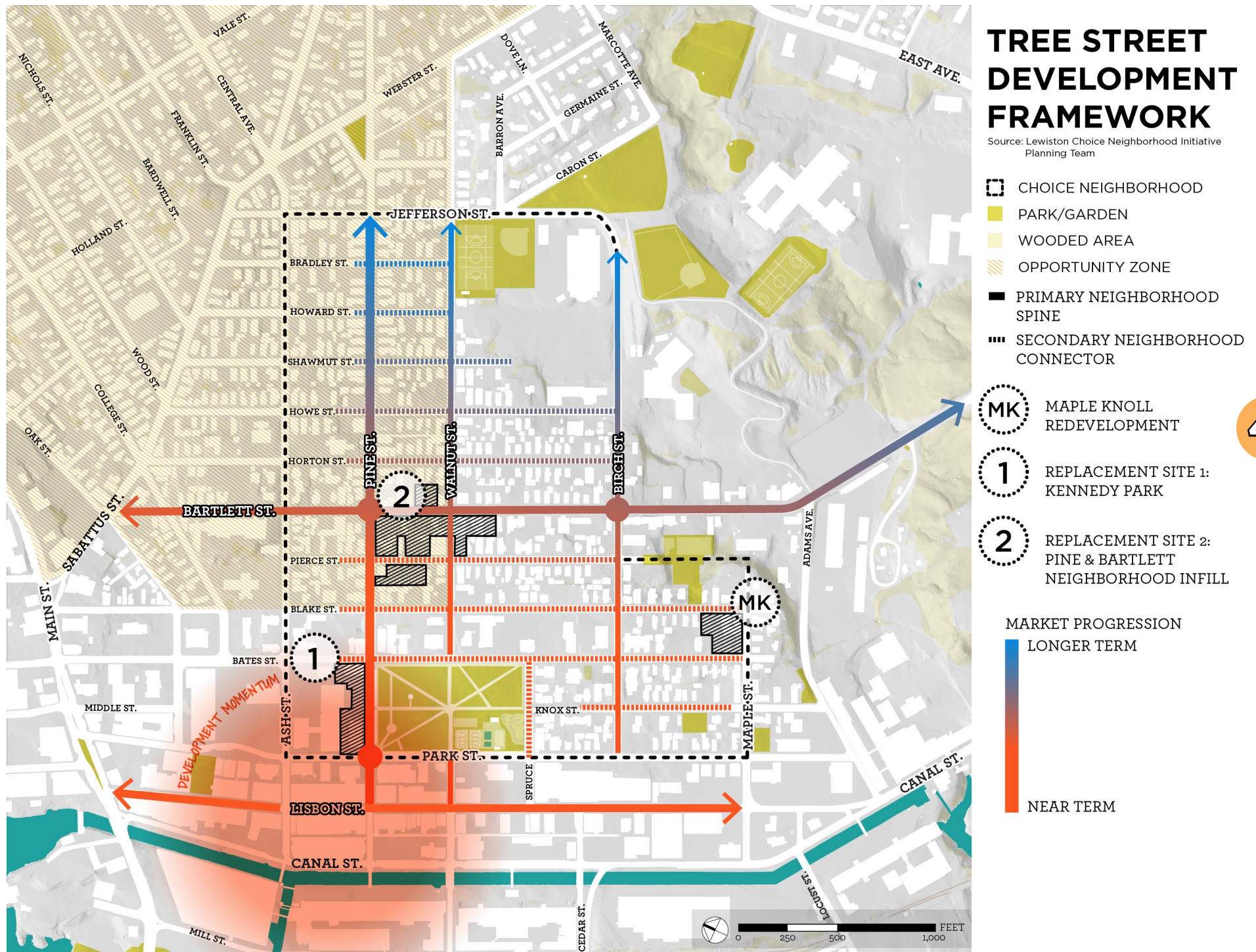


Figure 55. Map of Replacement Sites as market catalysts

a. Redevelop the northern edge of Kennedy Park with a mixed use mixed income multi-family apartment building

Residential development will begin on the full northern flank of Kennedy Park, a high impact, high visibility gateway to the Tree Streets and the anchor institutions immediately beyond - the Basilica, Bates, and St. Mary's Health System - and ideally situated to pull the new residential and commercial energy of Lisbon Street deeper into the neighborhood. Facing full south, and adjacent to the architecturally and historically significant City Hall and Public Library buildings, development at this site is an opportunity to set new standards for sustainability and design in Lewiston.

Consisting today of the vacant Sun Journal building of Urban Renewal era, vacant lots, and an underutilized single story office structure, the site can accommodate a vibrant new mix of residential and commercial to activate a now-empty block, frame the edge of Kennedy Park, and put hundreds of new eyes on the park. The proposed four-story building will contain 66 apartments, including 22 Maple Knoll replacement units, 11 affordable workforce units, and 33 units offered at market rate. The apartments will be located on the upper floors served by elevators and situated above a limited amount of ground floor commercial as well as space dedicated to building management and amenities. The result will be a mixed-use, mixed income building with a range of studios and one- and two-bedroom apartments, well-suited for a multi-family development of this scale and site and reflective of the unit size and mix of Maple Knoll.

This proposal for mixed use development requires no zoning or parking concessions. With the support of the John T. Gorman Foundation and the Genesis Fund, Lewiston-Auburn Community Housing (LACH) has secured site control.

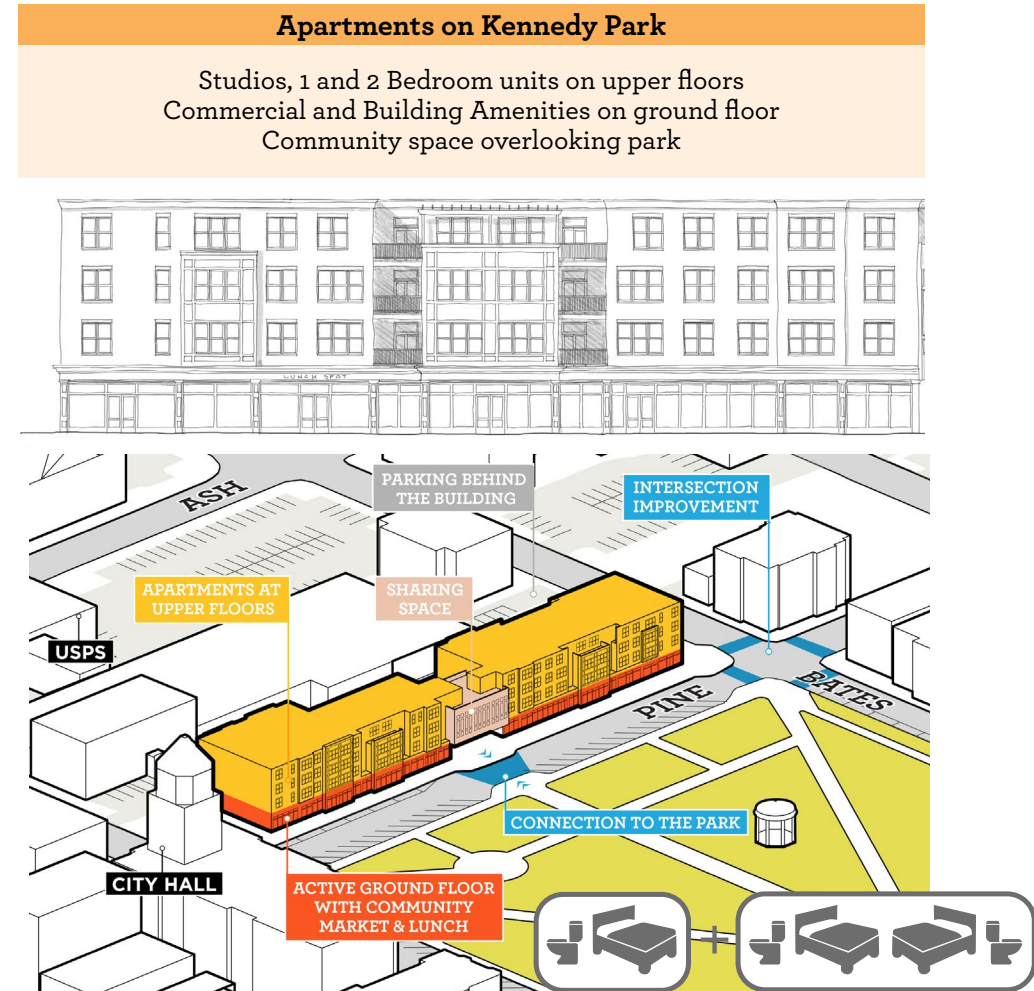


Figure 56. Axon view of the proposed Kennedy Park Site

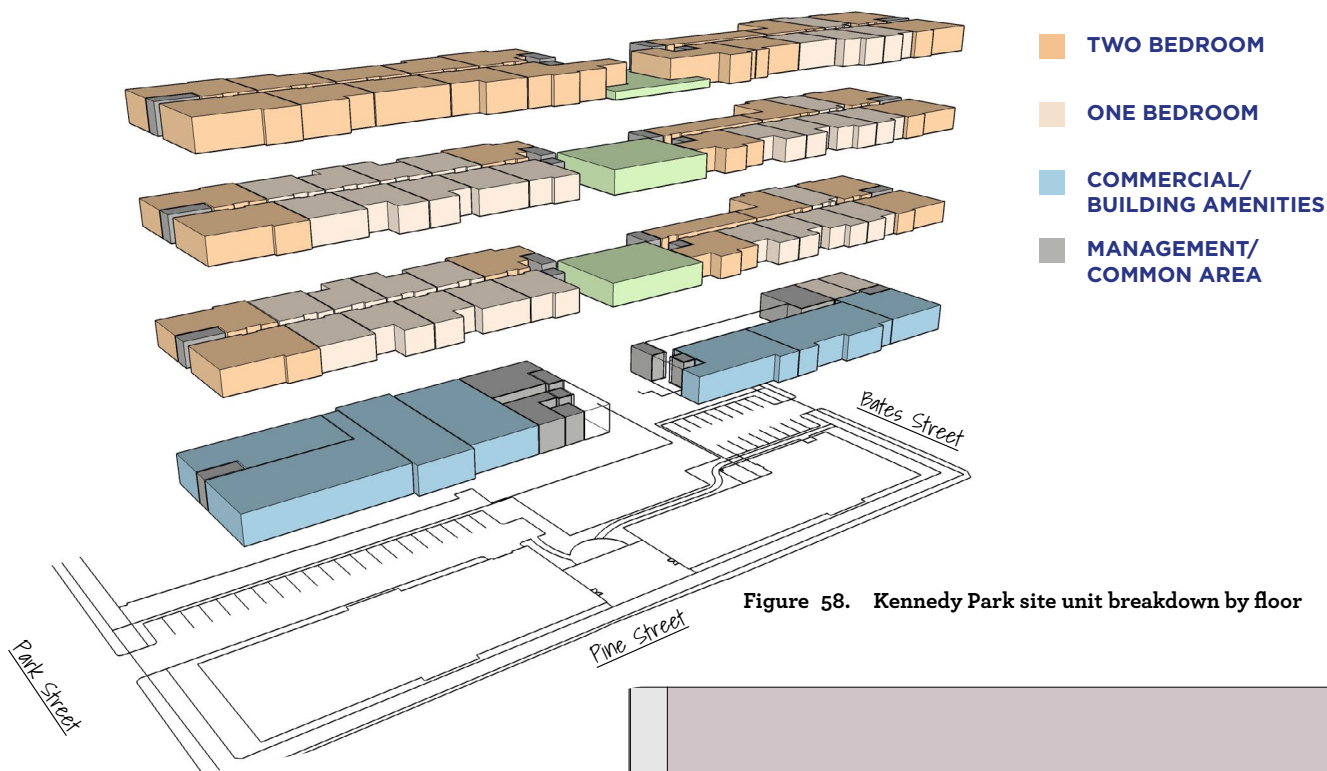


Figure 58. Kennedy Park site unit breakdown by floor

The building concept design divides the structure into two halves, connected at the middle by an elevated community space overlooking Kennedy Park. Residents will enter via lobbies beneath the community space, and a raised crosswalk will slow traffic along Pine Street and connect people to the central walking path of the Park. Thirty-nine parking spaces and other service features will be located behind the building.

4

For detailed floor plans,
See Appendix V

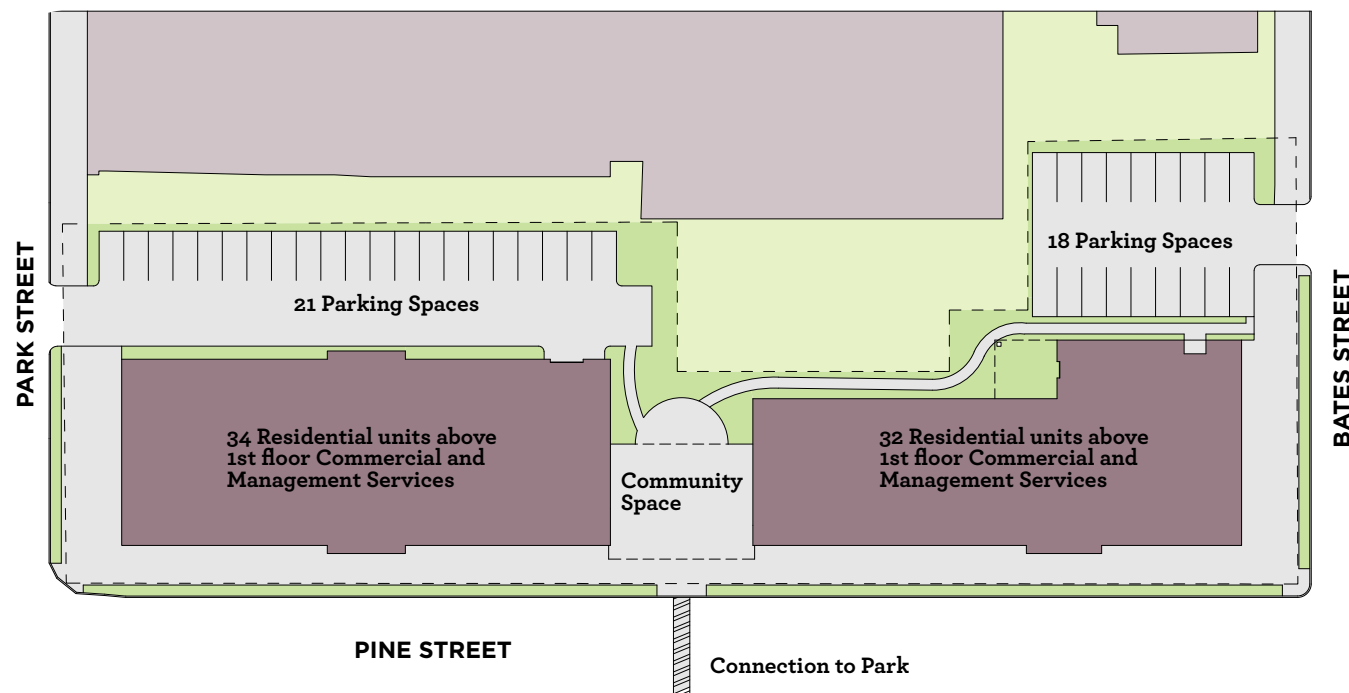


Figure 57. Site plan of the proposed Kennedy Park Site

Unit Rents & Sizes of the Replacement Site 1: Kennedy Park			
Bedrooms/Baths	Rents*	Unit Size (sf)	Number of Units
Studios			
50% AMI	\$560	500-550	1
60% AMI	\$672		0
Market-Rate	\$675		1
Total Studio Units			2
1 BR/1 BA			
50% AMI	\$600	650-700	14
60% AMI	\$720		6
Market-Rate	\$900		12
Total 1BR Units			32
2 BR/1-1.5 BA			
50% AMI	\$720	950-975	8
60% AMI	\$864		2
Market-Rate	\$1,000-1,100		14
Total 2BR/1-1.5 BA Units			24
2 BR/2.0 BA			
50% AMI	\$720	1,000-1,150	0
60% AMI	\$864		2
Market-Rate	\$1,150-1,275		6
Total 2BR/2.0 BA Units			8
TOTAL UNITS AT KENNEDY PARK SITE			66

*Rents shown for LIHTC units are gross rents.

The varied façade design and proposed building materials complement the historic brick buildings that flank the Park and echo the established rhythm of building frontages along Lisbon Street. The flat roof and southern exposure presents opportunities for solar capture, and a green roof to mitigate the amount of impervious area contributing to the combined sewers in this area. Additional opportunities to design and build a net-zero energy building may exist: consider opportunities for a geothermal heating and cooling field under Kennedy Park, which could serve this building as well as other civic buildings on the park.

Financing for this development effort will require a blend of Choice implementation funding plus 9% Housing Tax Credits, and private debt, and implementation will necessitate a joint effort by L-A Community Housing, the Lewiston Housing Authority, and a private development entity coupled with sustained guidance and oversight by the City and community residents and partners.

*Choice Implementation Area: Housing
Implementation Partners: LACH, LHA
Timeframe: High Priority, Medium Term*



Before photo of the Kennedy Park site, looking down Pine Street toward City Hall. Rendering of the proposed improvements can be seen on the following page.



Figure 59. Rendering of the proposed Kennedy Park site

b. Extend the market momentum up Pine and into the heart of the Tree Streets

A second critical investment to complete the replacement of the Maple Knoll Apartments in the first phase of Choice-funded development is the opportunity to undertake strategic infill to dramatically transform the vacant and underutilized land and distressed housing stock clustered near the intersection of Pine and Bartlett Streets. Replacement Site 2 is anchored by the rehabilitation of the historic Wedgewood House at the corner of Pine and Pierce which can accommodate up to four apartments rehabilitated with Historic Preservation Tax Credits. The plan also proposes adjacent infill to introduce an additional 60 safe, new, quality homes developed across four contiguous blocks.

As with the Kennedy Park site, this neighborhood-scale infill development will comprise an even split of affordable and market-rate apartments. However, the building types and scale appropriate for this area of the neighborhood are more conducive to families and will thus accommodate a range of unit sizes, including studios, one-, two-, three-, and four-bedroom apartments. No zoning or parking concessions are required for the development envisioned here, though a change to the zoning code to enable Planned-Unit Developments (PUDs) for coordinated larger-scale development efforts would afford a more cost efficient development of 69 new homes (see Strategy 4.3c and Figure 37 in Appendix V). LACH has acquired control of these sites with funding through the John T. Gorman Foundation and the Genesis Fund.

This proposed development maintains the current neighborhood density and scale, netting minus two units over the 66 units that have occupied the site until recent demolitions.

As illustrated in the site plan, a medium-scale multi-family structure of four studios and eight one-bedroom apartments (12 units total) will hold the corner at the intersection of the primary neighborhood spines, Pine and Bartlett. The ground floor will include space for the management facilities for all 64 units of this redevelopment site as well as the four accessible studio apartments with the potential to serve as transitional housing resource. The remainder of the contiguous lots on Pierce, Bartlett, and Walnut will be redeveloped to host a series of paired duplexes, or twins, separated by a shared party-wall with yard space between structures.

All apartments have private outdoor space. The two and three-story buildings have porches and balconies much like the neighborhood's existing triple deckers; however, because of the opportunity to assemble contiguous parcels, re-plan, and undertake coordinated redevelopment, this site presents several key urban design opportunities:

- › The site design calls for parking, trash, and snow removal space to be tucked at the center of the blocks, minimizing curb-cuts and improving the walking experience and visual appeal of these residential streets.
- › Because the building rhythm is not interrupted by parking lots, the streets have an improved feel, framed by regularly spaced homes. The homes are setback slightly from the street in order to afford a larger right-of-way to make space for a four-foot planted strip with grass and street trees, and six-foot sidewalk, and then an additional three-foot landscaped setback between the buildings and the

sidewalk. This design should become a model for future streetscape and redevelopment efforts in Lewiston where there is an opportunity to re-design an entire block frontage.

- › The architectural design calls for variation in rooflines and building material colors, but in a coordinated approach, responding to community desires for a new housing that looks and feels like “home” and adds some brightness and vibrancy to the neighborhood. Signature detailing, such as custom street numbers that highlight the leaves of the Tree Streets, will add additional visual interest and tie together the development.



Incorporate a signature detail, such as custom house numbers throughout the neighborhood



Figure 60. Site plan for Replacement Site 2

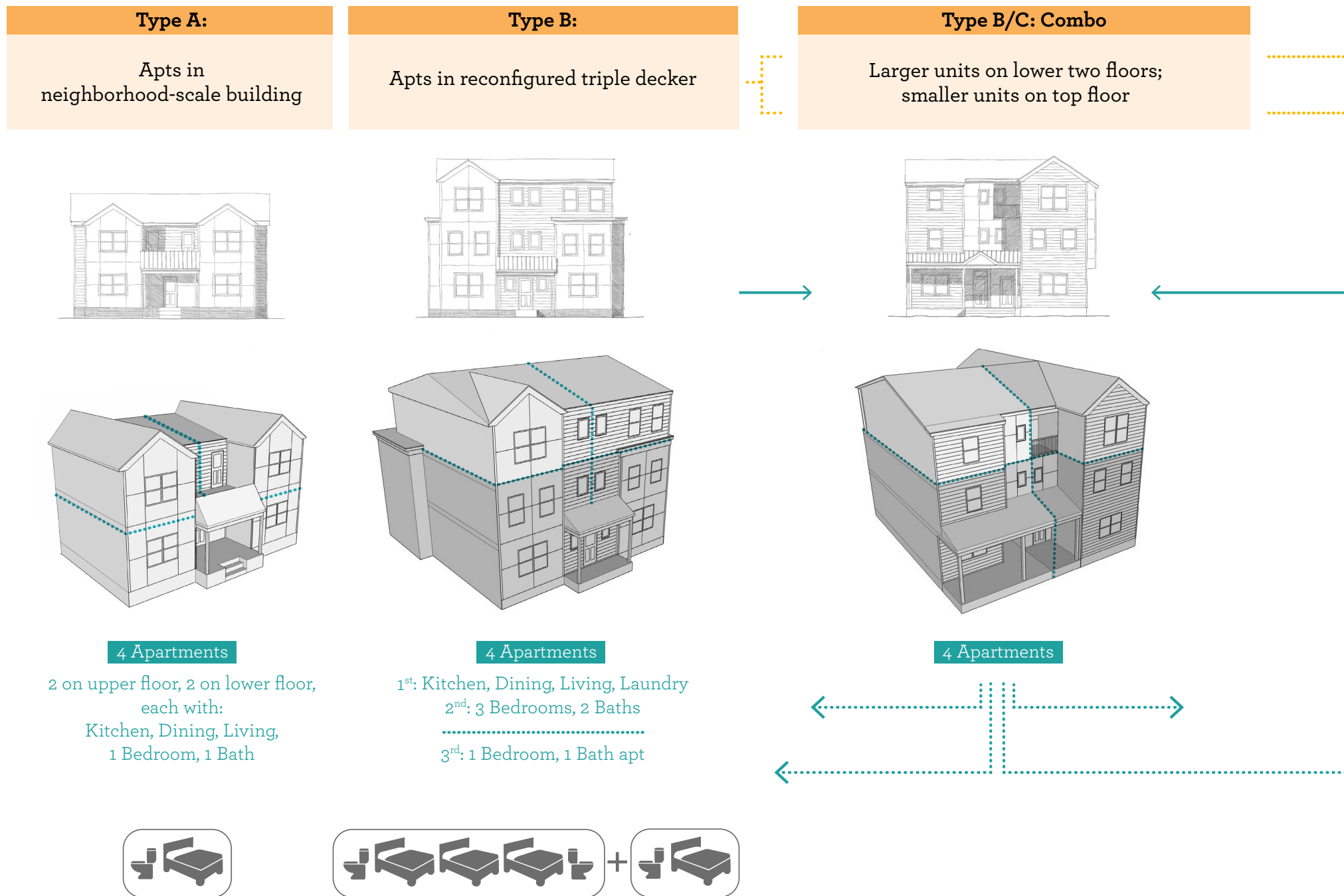
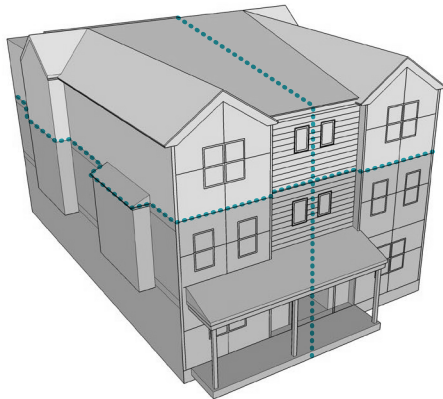


Figure 61. Proposed Housing Typologies for Replacement Site 2

Type C:

Apts in reconfigured triple decker



4 Apartments

1st: Kitchen, Dining, Living, 1/2 Bath, Porch

2nd: 4 Bedrooms, 2 Baths, Laundry

.....

3rd: 2 Bedrooms, 1.5 Bath apt



The unit designs offer a mix of sizes and configurations in response to feedback from the Maple Knoll Resident Advisory Committee and neighborhood residents. There are three different building designs, which can be paired in different configurations.

> Type A: Apartments in a Two-Story Neighborhood-Scale Building

- A pair of two Type A duplexes can host four apartments, two on the upper floors and two on the lower floors.
- Each has one bedroom and one bathroom plus a kitchen, dining room, and living room.

> Type B: Apartments in a Reconfigured Triple Decker

- Community input emphasized the desire to place larger units for families with children on the lower floors, with smaller apartments on the upper floor. This configuration increases day-to-day convenience as well as fire safety for families with children and also reduces noise and nuisance issues that can stem from kids jumping and bouncing around in upper floor units.
- A pair of the Type B Triple Deckers can host four apartments.
 - On the lower two floors, there are two three bedroom, two bath apartments with a kitchen, dining room, living room, and laundry facilities on the ground floor and the bedrooms and bathrooms on the upper floors.
 - On the third floor, there are two one-bedroom, one bath apartments.

> Type C: Apartments in a Reconfigured Triple Decker

- The Type C triple decker follows the same general approach as Type B, with larger units on the lower floors and smaller units above. The difference is that this design hosts a mix of four-bedroom and two-bedroom apartments.
- A pair of the Type B Triple Deckers can host four apartments.
 - On the lower two floors, there are two four bedroom, two and a half-bath apartments with a kitchen, dining room, living room, and half-bath on the ground floor and the four bedrooms and two full bathrooms plus laundry on the upper floors.
 - On the third floor, there are two two-bedroom, one and a half-bath apartments.

> Type B/C: Combo

- The Combination design integrates two units from each of the Type B and C Triple Deckers to offer a one, two, three, and four bedroom apartment within a pair of three-story structures.

Unit Rents & Sizes of Replacement Site 2			
Bedrooms/Baths	Rents*	Unit Size (sf)	Number of Units
Studios			
50% AMI	\$500	500-550	4
60% AMI	\$550		0
Market-Rate	\$550		0
Total Studio Units			4
1 BR/1 BA			
50% AMI	\$600	650-700	1
60% AMI	\$675		2
Market-Rate	\$800		22
Total 1BR Units			25
2 BR/1-1.5 BA			
50% AMI	\$720	950-975	2
60% AMI	\$825		1
Market-Rate	\$900		10
Total 2BR Units			13
3 BR/2 BA			
50% AMI	\$800	1,150-1,250	8
60% AMI	\$850		2
Market-Rate	\$1,000		0
Total 3BR Units			10
4 BR/2 BA, Duplex			
50% AMI	\$927	1,500-1,600	10
60% AMI	\$1,113		2
Market-Rate	\$1,300		0
Total 4BR Units			12
TOTAL UNITS AT REPLACEMENT SITE 2			64

*LIHTC rents are below maximum based on lower market rents; rents shown are gross rents.

Though the site plan tied to current development opportunity can support a total of 64 units including the rehabilitated Wedgewood House, the market study indicates that up to 100 units could be built as part of a phased development approach should additional continuous parcels become available for redevelopment.

Financing for this clustered development effort can access several sources: Historic Preservation Tax Credits for the Wedgewood House rehabilitation, 4% Low Income Housing Tax Credits (LIHTC), private debt, and Choice implementation funding as well as Opportunity Zone equity investment. It will be important to seek Project-Based Vouchers from the Lewiston Housing Authority for some number of the larger family units while maintaining the even split of market and affordable units.

Implementation will necessitate a joint effort by L-A Community Housing, the Lewiston Housing Authority, and a private development entity coupled with sustained guidance and oversight by the City and community residents and partners.

*Choice Implementation Area: Housing
Implementation Partners: LACH, LHA
Timeframe: High Priority, Medium Term*



Before photo of Replacement Site 2, looking toward Pine Street on Bartlett Street. Rendering of the proposed improvements can be seen on the following page.



Figure 62. Rendering of the proposed Replacement Site 2

c. Adopt a Relocation Plan that eases the transition for Maple Knoll residents by building first and relocating only once

In keeping with the Tree Street Neighborhood's shared value of community preservation, the Growing Our Tree Streets Relocation Plan for Maple Knoll calls for a development approach that builds the new replacement housing first and then relocates Maple Knoll residents, to replacement homes of their choice, ensuring that all lease-compliant households have the right to move into a new home in the Choice-funded development. This strategy, which requires no temporary relocation so households move only once, aims to protect the tenants and minimize disruption in day-to-day life. Furthermore, as all of the new apartments built to replace Maple Knoll are within less than 0.4 miles of the existing building, residents will remain at home in their community, in proximity to their daily routes and destinations, and within the same school catchment area.

Maple Knoll residents will receive first priority for unit selection. Family Advocates will work with each household well in advance of the move to identify which building type and apartment size and lay-out is best tailored to meet their needs and preferences. Visits to model units should be offered as feasible. Each household will be evaluated prior to the move to ensure that necessary supports are in place, and relocation assistance and payments at or above required levels will be provided to cover anticipated moving costs.

Choice Implementation Area: Housing

Implementation Partners: LACH, LHA

Timeframe: High Priority, Immediate upon construction of Replacement Units

d. Demolish and redevelop the Maple Knoll site to create new homeownership opportunities at a density and scale compatible with adjacent single-family homes

Once the replacement homes for Maple Knoll are complete and residents of Maple Knoll have moved into their new apartments, demolish Maple Knoll Apartments. Assemble the target property with the adjacent parking lot, City-owned vacant land, and existing community garden on Blake Street, as well as other adjacent properties that may be available for redevelopment at the time, in order to create a site large enough for a new development at a reasonable scale. If assembled, the site would have frontage on three streets, adding to the visibility of a new residential development to signal ongoing neighborhood transformation.

Redevelop the Maple Knoll assemblage as new mixed-income for-sale homes for larger families – those needing homes with three or more bedrooms. In addition to its good location and walking distance to schools, the site is adjacent to stable recent development projects that are being well maintained: townhouse condominiums, two of the Raise-Op cooperative buildings, and attractive, well-maintained rental units. The objective here is to produce new opportunities for homeownership in the Tree Streets where an estimated 96% of the housing is currently renter-occupied.

As drawn, the site plan can accommodate 13 single-family townhomes fronting on Blake, Maple, and Bates with 15 parking spaces plus trash and snow removal space accessed off of Bates Street. The existing community garden, which contains 2,800 square feet of fenced raised bed space, can be relocated to a sunnier, more visible location at the corner of Blake and Maple Street. In addition to greater southern-exposure and visibility, the new location adds 200 square feet for a total of 3,000 square feet.



Figure 63. Site plan of Maple Knoll redevelopment

Two townhouse designs have been developed in response to the adjacent housing stock:

- > Type D: two-story 1,400 square-foot townhomes, each with three bedrooms and two and a half baths
 - These units have a kitchen, dining room, living room, and half bath on the ground floor plus a front porch and rear yard.
 - The second floor hosts the three bedrooms, two full baths, and laundry.
- > Type E: three-story 2,180 square-foot townhomes, each with six bedrooms and two and a half baths
 - These units have a kitchen, dining room, living room, and half bath on the ground floor plus a front porch and rear yard.
 - The second floor has three bedrooms, one full bath, and laundry.
 - The third floor has an additional three bedrooms and another full bath.
 - These Type E townhomes have been designed to be adaptable over time. Should the owner occupant's family have fewer people living at home, these structures can easily and affordably be converted into a vertically stacked duplex with a 1,430 square-foot two-story home with three bedrooms and one and a half baths on the first two floors, plus a separate 750 square-foot apartment on the third floor with one bedroom and one bath. With two units in one home, one of the apartments can be rented out as an income-generating property for the owner-occupants.

Should adjacent properties become available, there is opportunity to build additional for-sale units; up to 16 for-sale homes built within the next five years could be absorbed, according to the market study. Given the slow pace of home sales, the market study recommends introducing a relatively small number of units, phased in sets of four or five homes, with a model home to be included as part of the first phase to test the market response, particularly to the larger homes. The development of additional units should be based on the pace of sales.

At least some of these homes will require a new (for the Lewiston-Auburn region) financing tool in response to interested purchasers, many of whom are Muslim and seeking a rent-to-own or other Shariah-compliant pathway to homeownership in order to establish permanent roots through a real estate investment in the neighborhood. To avoid interest payments, a development sponsor such as L-A Community Housing would build and own the property, renting it to the homebuyer who then pays down the purchase price over time until the end of the term when the ownership entity transfers the deed to the property to the home buyer. This type of financing may appeal and should be made available to all members of the community to encourage residents who are ready to own a home, but cannot save enough for a downpayment, to become owners. This rent to own approach also aligns well with the Lewiston Housing Authority's very successful Section 8 Homeownership Program.

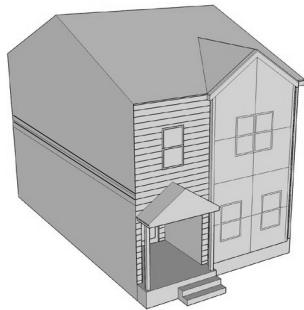
As specified in the market study, these homes should be affordable to households with moderate incomes, defined by HUD as ranging from 60% of Area Median Income (AMI) to 120% of AMI. RES has selected a household income range of \$35,000, which is just above the 60% AMI limit for a three-person household to \$74,999, which is just below the 120% AMI limit for a household with four persons in the Lewiston-Auburn Metropolitan Statistical Area (MSA). Initial pricing would range from \$99,000 to \$119,000, depending on the size of the unit, making the new for-sale homes will be affordable to moderate-income buyers.

Consider Community Concepts Finance Corporation (CCFC) and the Genesis Community Loan Fund as a potential sources of capital. Work with the Lewiston Housing Authority to identify eligible renters well-positioned to move toward homeownership through LHA Section 8 Homeownership Program participation.

*Choice Implementation Area: Housing
Implementation Partners: LACH, LHA, CCI
Timeframe: Long Term*

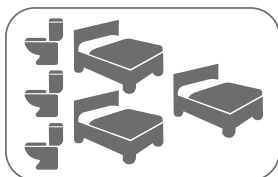
Type D:

For sale townhouse



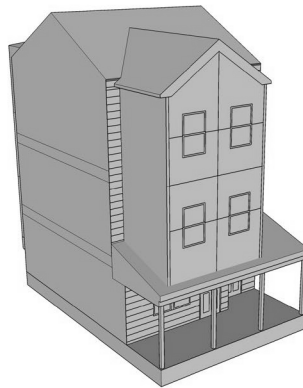
Individual Townhouse

1st: Kitchen, Dining, Living,
1/2 Bath, and Porch
2nd: 3 Bedrooms, 2 Baths, Laundry



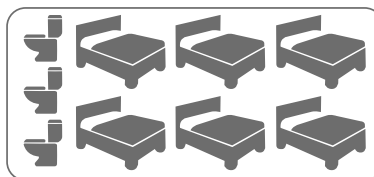
Type E:

For sale or rent-to-own
townhouse or duplex



6 Bedroom House

1st: Kitchen, Dining, Living, 1/2 Bath, Porch
2nd: 3 Bedrooms, 1 Full Bath, Laundry
3rd: 3 Bedrooms, 1 Full Bath



Top Floor Apt
1BR, 1 BA
+
2-Story Home
(3BR, 1.5 BA)
with 3rd floor unit
to rent out

or

DEVELOP A MIX OF HOMES FOR FAMILY SIZES LARGE & SMALL

FOR YOUR FAMILY, HOW MANY
BEDROOMS & BATHROOMS
WOULD YOU LIKE?



Avg. requested household size for all focus groups:

3 Bedrooms



2 Bathrooms

Avg. requested household size for each focus group:

Portuguese Speaking Resident Group: 2 bedrooms, 2 bathrooms

Parent Focus Group: 4 bedrooms, 2 bathrooms

Healthy Neighborhood Leaders: 3 bedrooms, 1.5 bathrooms

Somali Speaking Resident Group: 4 bedrooms, 2 bathrooms

Maple Knoll Residents Group: 2 bedrooms, 1 bathroom

Landlord/Developer Group: 2.5 bedrooms, 1.5 bathrooms

French Speaking Group: 3 bedrooms, 2 bathrooms

Public Meeting: 3 bedrooms, 2 bathrooms

4.2 Encourage strategic infill of new homes with building designs that are responsive to the neighborhood

The new homes built through Choice to replace Maple Knoll and complement new affordable units with an equal number of market rate units will yield fewer than 200 new units. The replacement target of 1,451 units to achieve a Lead-Free Tree Streets Neighborhood by 2043 will require investments by partners across the neighborhood. Strategic infill along smaller-scale neighborhood connector streets coupled with intensive rehabilitation of existing structures to remove all lead and preserve local architectural character will link early investments along the Pine Street corridor with new homeownership opportunities at the redeveloped Maple Knoll property. See Appendix V, the Lead-Free by 2043 Housing Production Model, for additional detail on housing infill and larger-scale production.

a. Adopt a pattern book with a selection of community-informed, resource-efficient housing typologies

Working from the conceptual architectural designs developed for the neighborhood-scale infill at the Pine and Bartlett and Maple Knoll redevelopment sites, issue a pattern book that illustrates a series of community-informed housing typologies, that are zoning code compliant, to guide future investments. Seek approval by the City's Planning Board and City Council to pre-approve development proposals to reduce development time and the soft-costs of infill development. Market the pattern book to encourage the redevelopment of underutilized, contaminated, and non-historically significant structures that are best suited to redevelopment and new construction, ultimately seeking to achieve a blend of preserved original buildings mixed with new construction that complements the neighborhood's existing built fabric.

Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston, LACH, Goodwill
Take 2, Raise Op, Healthy Andro
Timeframe: Short Term

b. Attract and nurture investment from small developers willing to undertake rehabilitation projects and then transition ownership to the residents

As redevelopment momentum builds in the neighborhood and the investor community takes note, work to draw compassionate and patient capital and investors willing to reinvest in the community, taking a modest profit today, in exchange for a social benefit such as the stabilization that comes from renting at affordable rates or selling homes at below-market value as an investment in the community and the people who call the Tree Streets home. This will help to provide a variety of housing options identified by the community, like larger bedroom units and low-barrier transitional housing as mentioned in Strategy 4.3b.

Create a neighborhood reinvestment fund, capitalized by Choice program income and loan repayments, to further encourage the flow of capital into the neighborhood, not out of the neighborhood.

Following the Tree Street Development Framework described in Strategy 4.1, utilize the presence of the Opportunity Zone to attract long-term private investments in the target areas around Bartlett and Pine Street to continue to build the housing market.

Choice Implementation Area: Housing
Implementation Partners: City of Lewiston, Take 2
YouthBuild, Healthy Homeworks
Timeframe: Medium Term

c. Update the zoning code to support development that reflects neighborhood values

Architectural design work for the Choice replacement housing found the existing zoning code to be fairly flexible and workable from a massing perspective, particularly with the recent reduction in the parking ratio to 1.1 parking spaces per dwelling unit. However, the code's restriction to just one built structure per parcel of land presents a limitation for larger-scale coordinated redevelopment opportunities, such as the Choice replacement housing effort. A few considerations for future zoning revisions include:

- › The allowable heights are quite generous and could be reduced in an effort to appropriately de-densify the neighborhood and ensure that future development is in scale with the neighborhood.
- › Incorporate a front yard setback requirement to create at least a small buffer between the sidewalk and residential buildings to provide more privacy and make space for more greenery along the street.
- › Introduce a provision that enables Planned Unit Developments (PUDs), which allow for the coordinated design and development of groupings of buildings and compatible land uses within one contained development or subdivision.

- In the case of the Choice replacement housing, a PUD, free from the one-structure per parcel limitation, would allow for 69 new homes to be built at Replacement Site 2 (Strategy 4.1b) instead of just 60. This more efficient use of land would result in a more cost-effective development, while still remaining within a density appropriate for the neighborhood. In fact, the more regular placement of buildings would produce an improved urban design aesthetic and style in keeping with community preferences.
- See Figure 37 in Appendix V, which presents an alternative site plan for Replacement Site 2 that a Planned Unit Development would enable.

The City is currently working to develop new design guidelines and standards for new development. Neighborhood leaders should remain involved in that effort. Issues for which to advocate include:

- > The current width of the public right-of-way does not provide a lot of room for increasing the width of the sidewalks or adding a continuous street tree line in the neighborhood. The Choice replacement sites offer a great opportunity to transform entire block faces and establish a precedent for redesigning the public realm with new development. Future developments in the neighborhood should work to improve their street frontage, setting their buildings back slightly to allow for at least a four-foot planting strip for trees and a six-foot sidewalk width.

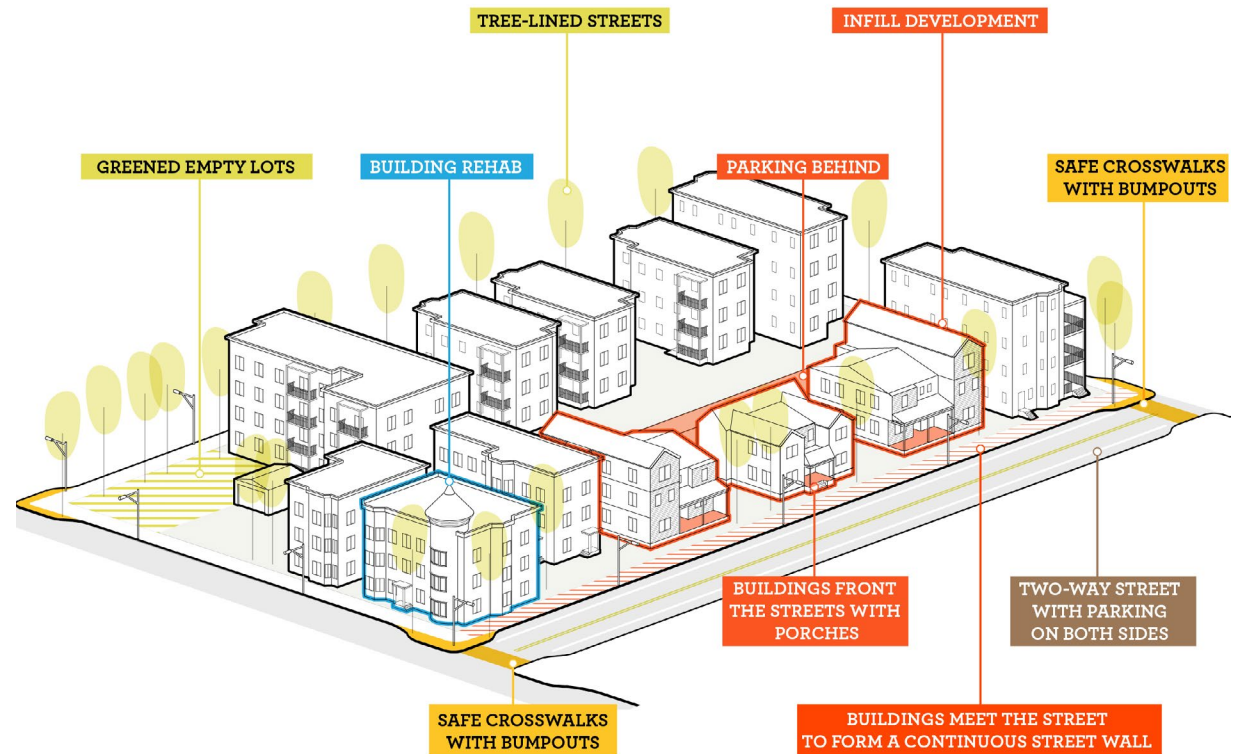


Figure 64. Diagram of infill development in the neighborhood

- Also consider material upgrades that will age well over time in this climate, such as concrete instead of asphalt.
- > Emphasize the need for sustainability in design, energy efficiency, development, construction, and operations. Green building technologies are now cost-effective ways to save money on utility bills and minimize the impact on the environment. Standard practices include using Energy Star appliances, recycled materials, solar panels, solar hot water heaters, geo-thermal wells for heating and cooling, paints with low or no levels of volatile organic compounds, LED lighting and energy efficient windows to name a few.
- > Incorporate standards laid out in the developer checklist, developed in the context of this planning effort and included in Appendix V to guide future conversations.

*Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston; HN Policy Team
Timeframe: Medium Term*

4.3 Develop supportive housing for people experiencing homelessness and other hard to house persons and families

Every person needs and deserves a home, and homelessness is connected to the same problems that make housing unaffordable for a majority of renters in the United States. Many people experiencing homelessness in Lewiston participated in the Choice planning process and spoke to the unique challenges they face, as well as their ideas to solve those challenges. There are numerous organizations that serve the homeless community within the Tree Street Neighborhood, but the challenge of homelessness is not confined to this neighborhood. The recommendations included in this plan should be considered as a starting point for addressing these challenges, but the scope of this plan, being geographically limited to the Tree Street Neighborhood, is not sufficient for fully addressing homelessness in Lewiston-Auburn.

a. Adopt a Housing First Model

Trust that the stability and security of a home will support individuals and families to resolve the circumstances that create homelessness. There is strong evidence, nationally and in Maine, that Housing First works. Build no-barrier, permanently affordable housing for persons and families at risk for episodic or long-term homelessness. Include a small number of Choice replacement housing units in this strategy to:

- > Provide permanent, affordable housing as quickly as possible
- > Follow up with supportive services and connections to community-based supports

Choice Implementation Area: Housing
Implementation Partners: LACH, Raise Op, Trinity Jubilee Center, Center for Women's Wisdom, Tedford, New Beginnings, Preble St, LAASH
Timeframe: Short Term

b. Establish low barrier transitional housing options where permanent housing cannot be secured

Adopt innovations in transitional housing for a “pathway out,” including sober homes for persons in recovery and small congregate homes for youth aging out of foster care. Connect directly with the housing production strategies (Strategies 1.2 and 4.2) which promote lead-free rehab of existing, modest scale apartment buildings to serve these needs.

Choice Implementation Area: Housing
Implementation Partners: Sophia's House - The Center for Wisdom's Women, LAASH & the Region 2 Homeless Council
Timeframe: Long Term

c. Provide additional permanent housing with on-site wrap-around supports for residents living with disabilities and/or in recovery

Recapitalize the 15 apartments at Mount David Housing through Choice, or other funding sources, and add additional units in the Tree Streets where feasible. The Mount David Apartments building, fronting on Kennedy Park, should be refurbished to its historic grandeur while continuing to serve single adults with disabilities.

Choice provides an opportunity to build additional service-enriched housing programmatically linked to Mount David so as to double the number of permanently affordable units in the Tree Streets for adults and families with developmental and other mental health disabilities from 15 units to 30. This expansion could occur adjacent to Mount David, or on a nearby location that would balance efficient property and program management with full integration of these units into the community.

In addition to Choice funding, 4% LIHTC tax credits and Historic Preservation Tax Credits would be necessary to finance this effort. Additionally, seek Lewiston Housing Authority project-based vouchers for operating support on the 15 new units.

Choice Implementation Area: Housing
Implementation Partners: LACH, LHA, Tri-County Mental Health
Timeframe: Long Term

d. Improve the current safety net with no-barrier shelter resources and services until Housing First takes hold and permanent homes are produced

There are currently two adult shelters in Lewiston; both are faith based and have restrictions or barriers that limit who can take advantage of their services. This leaves no option for those who are struggling with addiction, are not of that particular faith and do not want to adhere to the strict religious requirements, do not have the required identification documents, or do not want to separate from their spouse or family. To address this gap in services, create a no-barrier shelter within walking distance of Downtown that will allow anyone who needs shelter, particularly in the cold winter months, to access it.

Choice Implementation Area: Housing
Implementation Partners:
Timeframe: Long Term



GOAL 5

GROW COMMITMENT TO AND INFLUENCE IN THE NEIGHBORHOOD FROM LOCAL OWNERS, LONG-TERM INVESTORS, AND RESIDENTS

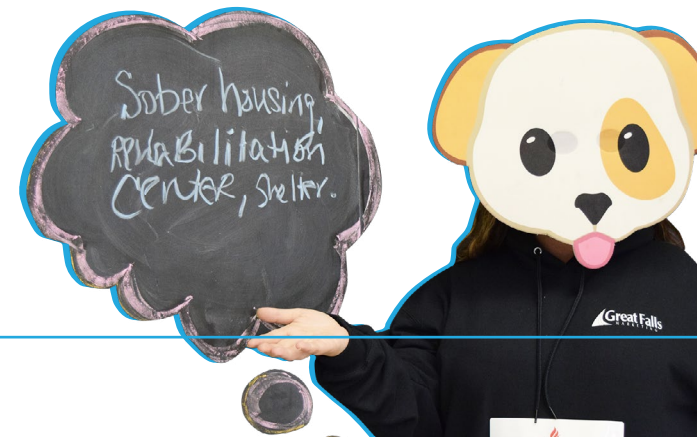
What is the need?

Residents lack stability and ownership in the neighborhood

Almost all households in the neighborhood - 96% - rent their homes or apartments. Only four percent of households own their homes. The majority of these residents are low income, and have limited choice or options to improve their housing. Those who rent complained of poor property management and substandard living conditions. Almost half (47%) of the 155 participants from the housing activities in the first public forum identified bedbugs and pests as the main reason they do not like their living situation. Others cited cleanliness, slow response time to repairs, and drafty windows. Exacerbating the issue, tenants fear eviction or retribution when they do report issues.

Many residents would like the opportunity to own their own homes, put down permanent roots, and achieve financial stability and upward mobility. They prioritized opportunities for increased local ownership as their number one housing priority during the second public forum, many believing that this would be the most transformative change in the neighborhood and in the lives

of individuals and families. Given the very low incomes of many households, conventional pathways to homeownership may not be accessible to all. Therefore, innovative approaches and other mechanisms to increase pathways to ownership and boost community control and sense of ownership will be necessary to ensure the neighborhood grows equitably over time.





Raise-Op Housing Cooperative

What are the recommended strategies and targeted outcomes?

5.1 Increase the number of long-term homeowners and community-controlled homes in the Tree Streets

a. To start, work to increase financial coaching among residents

Offer financial coaching for youth and adults to set up a budget, reduce debt, and build savings to retain wealth. Promote financial strength building and home ownership courses, currently offered in Lewiston through Adult Ed and CCI, to renters and buyers, youth and adults. Help residents to answer the question, “Am I ready to buy a home?” and “How can I make progress toward my goal of homeownership?”

Choice Implementation Area: People
Implementation Partners: Lewiston Adult Ed, CCI/CCFC, what about New Ventures, CCU, Bridges Steering Committee
Timeframe: Medium Term

b. Connect potential homebuyers with first time home buyer assistance programs and create a community in-a-pinch fund

Connect potential buyers ready to take on a home of their own to existing resources, including:

› Section 8 Housing Choice Voucher (HCV) Homeownership Program

This program allows families that currently receive assistance under the HCV program to buy a home and receive monthly assistance to meet homeownership expenses. All applicants of this program are required to participate in Maine hoMEwork’s homebuyer education class. This 10-hour class covers all aspects of buying a home, from budgeting, improving your credit score, resources for downpayment assistance, shopping for a mortgage, and being a homeowner. Align this existing program with the proposed rent-to-own housing production efforts proposed in Strategy 5.1c

› The NeighborWorks Homeownership Services of Community Concepts

This will connect potential homebuyers to services such as MaineHousing’s first home loan program, which provides closing cost and downpayment assistance up to \$3,500 for qualified applicants.

› Family Development Accounts

The Family Development Account (FDA) Program offers a matched savings account for income eligible individuals and families that would like to save money to purchase a home, pay for education or training, or start a small business. This program is funded through federal grants, and so a limited number are available each year.

In addition to first-time homebuyer assistance, support new and existing homeowners with unexpected challenges through the City’s locally administered emergency loan fund, ensuring that income qualified homeowners can maintain their homes to a safe and healthy standard, manage crises that might otherwise lead to foreclosure and loss of their homes, and avoid neighborhood disinvestment trends that have occurred in the past. The income threshold to access these funds are 80% Median Family Income.

Choice Implementation Area: People
Implementation Partners: CCI/CCFC, LACH, Raise-Op, MCI
Healthy Androscoggin
Timeframe: Medium Term

c. Ensure that residents of the neighborhood have pathways to homeownership through rent-to-own financing structures

Consider developing homes, through LACH or similar entity, where the community development corporation purchases the property and then rents it to the homebuyer. At the end of the term, the ownership entity transfers the property deed to the homebuyer. This type of financing should be made available to all members of the community to encourage residents who are ready to own a home, but cannot save enough for a downpayment, to do so. Participants in this program must first complete a comprehensive homeownership and financial literacy course. In addition, they must also receive ongoing technical support in the operation of their property, including guidance on maintenance, budgeting, and capital planning.

Choice Implementation Area: Housing
Implementation Partners: LACH, Local credit unions, MCI, Bates College
Timeframe: Medium Term

d. Support the expansion and creation of more housing cooperatives

The neighborhood's only housing cooperative, Raise-Op, was founded in 2008 to provide the opportunity for residents to live in permanently affordable housing, have greater influence on their housing conditions, and have take on increased stewardship of their homes. Over the next five years, Raise-Op Housing aims to increase its membership to 30 members, which will require the addition of 15 units to its portfolio, at the rate of three units per year. This model has served the neighborhood well, and should be expanded and replicated to accelerate revitalization efforts and increase long term affordable homeownership opportunities across the neighborhood. Training and technical support from Raise-Op and the Cooperative Development Institute can be combined with other homeownership programs to support the creation of new housing cooperatives.

Choice Implementation Area: Housing
Implementation Partners: Raise OP, CDI, LACH
Timeframe: Long Term

e. Work with local employers and institutions to develop incentives for interested homebuyers who purchase within the Tree Streets

Employer-assisted housing incentives have been shown to be a valuable tool that supports community revitalization by leveraging private funds to increase homeownership opportunities and diversify the mix of incomes living in the neighborhood. It also helps employees meet their housing needs, lay down roots, and become part of the community. Employers benefit, as these types of programs have been proven to increase productivity by providing a shorter commute and better work/life balance, and increase retention rates. Local employers that may be interested in participating include Bates College, St. Mary's Regional Medical Center, and the Central Maine Medical Center. Incentives are given for buying a home in a defined area, and typically include one or a combination of the following:

- > Downpayment assistance
- > Closing cost reimbursement
- > Homebuyer workshops
- > Discounts towards services such as realtors, home inspections and energy efficiency optimization

Choice Implementation Area: Housing
Implementation Partners: St. Mary's, Bates College
Timeframe: Medium Term

5.2 Strengthen tenants' voices

a. Re-establish a tenants' union to promote tenant education, rights, and communication with property owners and code

Given the extremely high percentage of renters in the neighborhood, and the reality that many of them may not speak English or have strong literacy skills, form a tenant-led organization dedicated to organizing tenants to fight for safe and fair rental practices in the neighborhood. Pine Tree Legal has prepared [a manual](#) that documents tenants' rights in Maine. As the formation of the union is underway, have the manual translated into multiple languages and distributed throughout the neighborhood so at a minimum, tenants know their rights, what they are responsible for, and what their **landlord** is responsible for. The Community Navigators can play a role here in building awareness and assurance that involvement with the tenants' union provides a safe and anonymous, if desired, space in which to advocate for change.

*Choice Implementation Area: Housing
Implementation Partners: Pine Tree Legal, LACH, LUPH
Timeframe: Short Term*

b. Mediate known and recurring landlord-tenant challenges

During the community outreach process, renters often reported serious concerns about landlords who fail to keep buildings in livable conditions, withhold security deposits, and threaten eviction for unwarranted reasons. Work to improve the quality of life for renters by:

- › Providing a structure for tenants to report issues to landlords without fear of eviction or retribution
- › Establishing escrow systems for conflict resolution to properly withhold rent to compel landlords to make improvements
- › Creating a third-party deposit overseer that will fairly assess landlord withholdings and inspections.

*Choice Implementation Area: Housing
Implementation Partners: LUPH
Timeframe: Medium Term*

5.3 Build neighborhood leadership and organization, and increase community control

a. Institute a neighborhood governance structure, led by residents

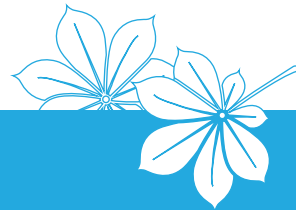
Strong community relationships are the backbone of this plan. They will carry it forward into implementation and sustain the transformation of the Tree Streets. The Tree Streets are fortunate to have the Healthy Neighborhoods Planning Council (HNPC), which comprises local non-profits and advocacy groups, Bates researchers, business owners, and neighborhood residents. However, there currently is no official community group of neighborhood residents. Building a resident-based community group would help to build upon the momentum created by HNPC, build resident capacity, work to address common issues such as public safety, distribute information, and coordinate activities such as neighborhood clean ups or events. Just as the neighborhood is diverse, so should be this new group, along with its leadership and communication channels.

Choice Implementation Area: Neighborhood
Implementation Partners: HNPC, Immigrants Communities, Root Cellar, Goodwill Take 2, LUPH, Promise EEC
Timeframe: Short Term

b. Create a network of Block Captains

Good neighbors are the foundation of a healthy community. Good neighbors are the eyes and ears of a neighborhood and look out for one another. Each block in a neighborhood is as strong as the connections on it; knowing who to turn to for help and information is powerful indicator of a sense of belonging and a sense of security. A strong community network is expressed at the block-level through resident leaders that serve as on-the-ground liaisons to the City, civic associations, and neighborhood groups. These 'block captains' should be recruited and supported through the civic and neighborhood groups and as liaisons of these organizations, disseminate information and serve as point person for quality of life issues that can be reported back to the larger community network and City of Lewiston.

Choice Implementation Area: Neighborhood
Implementation Partners: HNPC, Immigrants Communities, Root Cellar, Goodwill Take 2, Raise Op, LUPH, Promise EEC
Timeframe: Early Action, Short Term



HNPC



5

c. Establish community participation, via L-A Community Housing (LACH), in the owner-entity for Choice replacement housing

LACH is a nonprofit affordable housing organization, with Tree Streets residents among its governing board membership. Through the support of the JTG Foundation and the Genesis Fund, LACH has become the owner of the land for Choice replacement housing and will be a co-owner of the new housing. LACH can have a major influence on the character of the Choice developments and their long-term operation and should play an active role in this ownership, advocating for the needs of residents and the neighborhood.

*Choice Implementation Area: Housing
Implementation Partners: LACH
Timeframe: Short Term*

d. Promote the development and stewardship of neighborhood property through a community-based development organization (CBDO), or similar entity

The CBDO will lead and promote new development in the neighborhood by connecting developers, owners, and partners with capital resources to develop property in a manner consistent with the goals of this plan. This includes technical support, training, grants, financing, community outreach, and other work to remove barriers to development.

In order to ensure that the values and vision of Growing Our Tree Streets are upheld over the long term, the CBDO will create the terms, conditions, and support systems for property owners and lessors who access capital resources through Choice, Healthy Neighborhoods, and other programs operated and controlled on behalf of the Tree Street Neighborhood. Such terms will include long-term ground leases and property mortgages that allow the CBDO to monitor and proactively ensure properties are stewarded according to the values established in this plan.

Activities of the CBDO can include, but are not limited to: acquiring, developing, and selling property; leasing land and/or buildings to third parties; facilitating grant and financing agreements between third parties; and, annual monitoring and support for development partners.

The CBDO will be governed by Tree Street Neighborhood residents, stakeholders, and community leaders committed to the values of Growing Our Tree Streets. Incorporated entities that could perform this role include Community Based Development Organizations, Community Housing Development Organizations, Community Land Trusts, Housing Trusts, and Community Development Corporations. LACH is currently performing this role with regards to purchasing property for the implementation of the Choice Grant, and has established an initial five-year MOU with Healthy Neighborhoods to act as such a development entity. Before

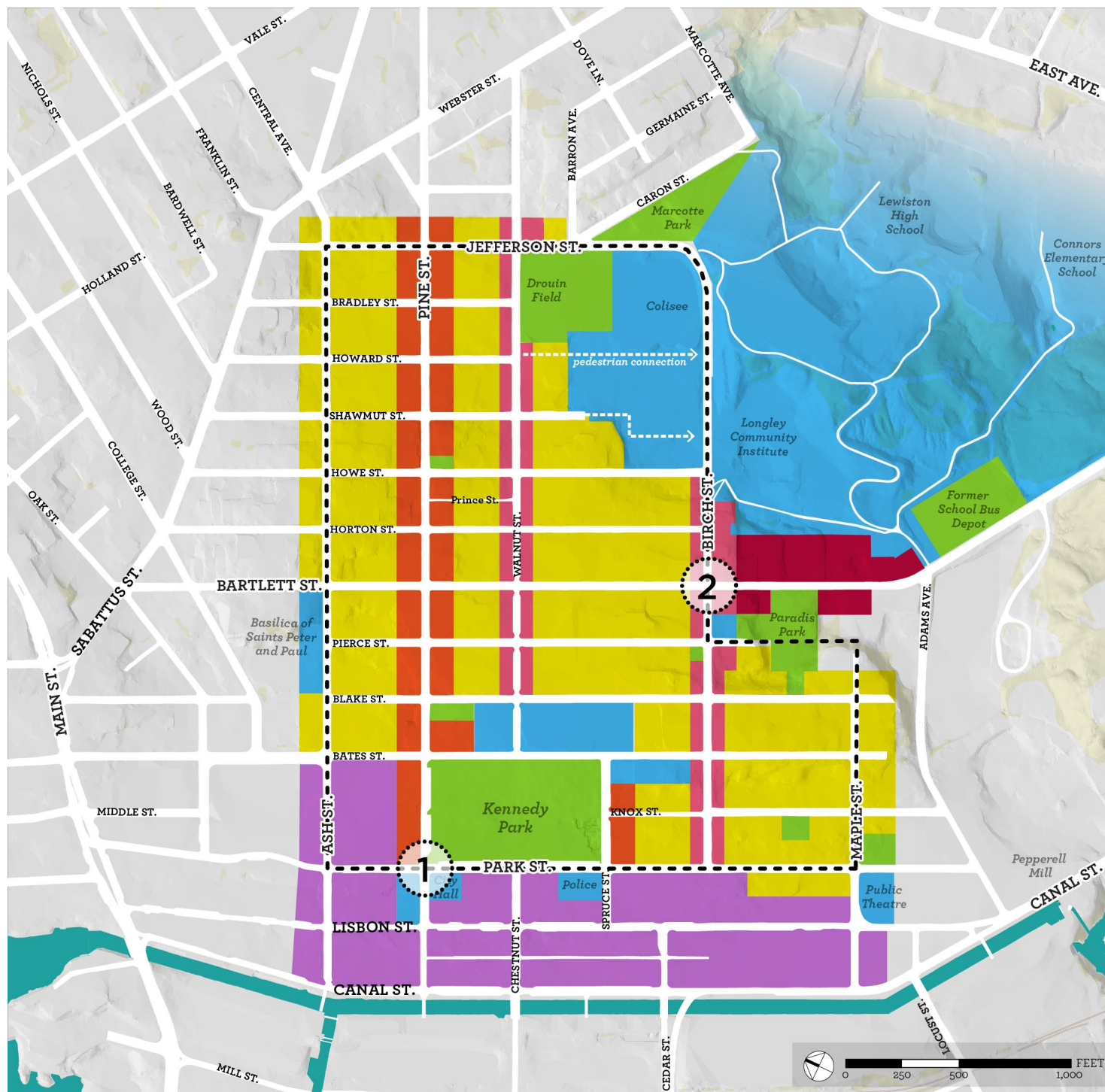
this MOU expires, Healthy Neighborhoods and LACH should evaluate whether the model is effective, or whether there should be a separation between the short-term development agency and the long-term monitoring agency.

*Choice Implementation Area: Neighborhood
Implementation Partners: LACH, Bates College
Timeframe: Medium Term*

e. Support development proposals and future land uses compatible with the community vision

The City and community should support proposed developments that work to achieve the plan's vision. Incorporate opportunities for new homes, in addition to open spaces, gardens, and community assets priced at levels so that anyone who wants to live in the Tree Streets as an owner or renter can do so. The market for new commercial uses in the neighborhood is limited, as identified in the market study. If the opportunity and funding arises for commercial uses in the neighborhood, they should be strategically placed at key intersections and along identified mixed use corridors. Figure 62 illustrates future land uses that are compatible with the community's vision.

*Choice Implementation Area: Neighborhood
Implementation Partners: HNPC, City of Lewiston
Timeframe: Medium Term*



FUTURE LAND USE STRATEGY

Source: Interface Studio, HNPC's Neighborhood Development Team

TREE STREETS NEIGHBORHOOD

- INSTITUTION/RECREATION
- OPEN SPACE/ GREEN SPACE
- DOWNTOWN MIXED USE
- AUTO ORIENTED COMMERCIAL
- SUPPORT THE TRANSITION TO MIXED USE OVER TIME

RESIDENTIAL

- 3-4 STORY MULTI-FAMILY, MIXED-USE HOMES WITH LIMITED COMMERCIAL IN STRATEGIC LOCATIONS
- 3-4 STORY LOWER DENSITY MULTI-FAMILY, MIXED-USE HOMES WITH MINIMAL SMALL FOOTPRINT NEIGHBORHOOD SERVING COMMERCIAL
- 2-3 STORY TRANSITION TO LOWER DENSITY MULTI-FAMILY & SINGLE FAMILY HOMES
- OPPORTUNITY TO INCORPORATE SMALL POCKET PARKS OR GARDENS

TARGET FUTURE COMMERCIAL USES AT GATEWAY INTERSECTIONS

- 1 SPECIALTY FOOD (DELI, BAKERY, ICE CREAM)
- 2 COMMUNITY GROCER

5

Figure 65. Future Land Use Map



What is the need?

Access to Healthcare

Most Maple Knoll residents are income-eligible for MaineCare or, after age 65, federal Medicare insurance at no cost, yet only 67% of Maple Knoll residents currently are enrolled in an insurance program of any kind.²⁹ Fully 87% have a relationship with a Primary Care Provider (PCP) (83%) or clinic (4%), and 89% of those who reported on the quality of that care rated it as good or excellent, though 21% of Maple Knoll residents report unmet eye care needs and 33% report unmet dental care needs. So access to care is widespread for Maple Knoll residents, but approximately 13% of households still lack a regular connection to the health care system and many gaps in types of care remain. One-quarter of all residents self-assess themselves as “in crisis” or “vulnerable”

²⁹ Appendix II, Needs Assessment

GOAL 6

GROW AN ENVIRONMENT THAT SUPPORTS HEALTH AND WELLNESS AMONG COMMUNITY MEMBERS

in terms of their health care coverage. Family Advocate support must identify and resolve barriers to universal access. The goal for participation should be 100 percent.

Precise information regarding access to health care for residents of the Tree Streets and the broader Choice Neighborhood Study Area is not available. As a surrogate, data from the B Street Health Center, a Federally-Qualified Health Clinic and Community Clinical Service affiliated with St. Mary’s Health System that is located in the heart of Tree Streets, shows that 81 percent of its patients (n=2,411) are Lewiston residents, including 61 percent (n=1,471) with a language preference other than English. The clear majority of patients are insured, through Medicaid/MaineCare (61%), Medicare (8%), and private plans (14%). As with Maple Knoll, affirmative outreach by Community Navigators can help the 17 percent of patients who are uninsured to establish financially secure and permanent access to care.

Location of services is a barrier for many. Urgent Care facilities in Lewiston are all more than two miles from the Downtown and Tree Streets, and hospital emergency department use for Ambulatory Care Sensitive Condition (ACSC) patients in Lewiston/Auburn is 18.5% greater than the state.³⁰

The functional divisions of St. Mary’s Community Clinical Services, the local federally qualified health center, has multiple locations in Lewiston and Auburn, as does St. Mary’s Regional Medical Center’s non-hospital practices, requiring residents to traverse one to three miles to access radiology, sophisticated labs. CCS’ pediatric dental program is located across the Androscoggin River in Auburn and is not easily accessible by the majority of its patients that live in Downtown Lewiston. CCS is working to bring its Dental Clinic, Family Care Center, Pediatrics, and Behavioral Health services to the Tree Streets in a consolidated location with the B Street Health Center where it believes its core clientele resides.

Health of Maple Knoll Residents

Well over half (58%) of Maple Knoll residents self-report their health to be excellent (29%) or good (29%). Still, 42% self-report their health to be fair (34%) or poor (8%), with ailments including arthritis (29%), stress (25%), obesity/weight problems (17%), “other” problems (17%), asthma (17%) and high blood pressure (13%). Consistent with their generally strong access to care and proximity to the B Street Health Center, residents further report that all or nearly all are being treated for these conditions, and 89% of households who reported on the quality of

³⁰ Ambulatory Care Sensitive Conditions - medical problems that are potentially preventable and can be treated on an outpatient basis. Lewiston/Androscoggin Community Health Needs Assessment, draft of 3/31/2019.

"I am new in town. As a new asylee, they tell us to go to St. Mary's. They will take general assistance. We don't know enough about the other places"

"Walking distance for good, affordable food is what we need"

their care rated it as excellent or good. For families with children, 83% report that the health of their children is excellent.

One quarter of Maple Knoll residents reported barriers to vigorous physical activity other than a specific health condition or disability, and 80% of heads of households reported that they and other adults in their household engage in vigorous activity three or more days per week. Only 33% of Maple Knoll residents reported eating fresh fruit and vegetables daily. Barriers cited include high cost (21%), poor quality in local stores (17%), and unavailability in local stores (17%). Over half, 54%, of Maple Knoll residents reported feeling either in crisis or vulnerable in relation to food security, and nearly all Maple Knoll residents are enrolled in SNAP.

Maple Knoll has no Uniform Federal Accessibility Standards (UFAS)-compliant units or any accessible features of any kind, yet 13% of household heads report a physical disability within their household. Among these households, 100% seek accessible units, 67% seek home health assistance, and 67% seek homemaker or housekeeping assistance. One-third require better transportation options to access care, shopping, work, and recreation.

Nearly one-third, 29%, of Maple Knoll households report a member with a mental health disability. No Maple Knoll heads of household self-report substance abuse within their households, and nearly all assessed themselves as empowered and in control with respect to substance abuse, though drug sales in and around the building are viewed as a major public safety concern.

Health of Tree Streets Neighborhood Residents

The physical environment where we live has a direct impact on our health. The Tree Streets have work to do to achieve a built environment that enables its residents to thrive, adding public art, custom-made trash bins, and gardens that grow fresh food and bring people together. Ironically, only three blocks in the Tree Streets are lined with street trees, and only 9% of the neighborhood has a tree canopy, well below the recommended 30% for urban areas.

The Neighborhood Survey evidences significantly higher self-reported rates of asthma (36%), addiction (32%), and obesity (27%) than Maple Knoll. The self-reported asthma rate is three times that of the region, state, and nation³¹ perhaps a function of the poor quality housing stock in Tree Streets, which has driven similarly high rates of childhood lead

³¹ Lewiston/Androscoggin Community Health Needs Assessment, draft of 3/31/2019.

poisoning here (Goal 1, above). Two thirds of the respondents are enrolled in SNAP, and 41% report some degree of dissatisfaction with their access to food.

The self-reported addiction rate in Tree Streets is alarming and is perceived within the community as an important driver of many of the challenges facing Tree Streets today - poor health, unemployment, crime, homelessness, human trafficking, spouse and child abuse. Individuals who are opioid dependent often have complex social, physical, or behavioral health co-conditions. For example, six out of 10 people with a substance use disorder also suffer from another form of mental illness and could benefit from increased care management³².

The Reinvestment Fund (TRF) has classified the Tree Streets as a 'Low Supermarket Access' (LSA) Area, the only neighborhood to receive this designation in the City. Access to healthy food, including opportunities for residents to grow their own food is a need in this community.

³² "Designing Medicaid Health Homes for Individuals with Opioid Dependency", Centers for Medicare & Medicaid Services Brief, January 2015, see <https://www.chcs.org/media/HH-IRC-Health-Homes-for-Opioid-Dependency.pdf>.

What are the recommended strategies and targeted outcomes?

6.1 Increase access to and utilization of health services

a. Engage Family Advocates to ensure 100% of Maple Knoll residents are accessing health services as appropriate

Connect all Maple Knoll residents to the health services they need and are eligible for, whether it be via private insurance, state federal insurance, subsidized care, etc. Once enrolled, promote annual health check-ups and necessary follow-up through Family Centered Coaching.

Choice Implementation Area: People
Implementation Partners: CCI, CCS, St. Mary's
Timeframe: Short Term

b. Engage Community Navigators to educate Tree Streets residents on the health and wellness options available to them now and how to access them

Choice Implementation Area: People
Implementation Partners: St. Mary's, CCI, CCS, Healthy Androscoggin
Timeframe: Short Term

c. Employ a new Health Equity Coordinator (HEC) at B Street Health Center (one site of Community Clinical Services) who will form relationships with patients who are burdened by unsafe housing

The HEC will work with patients to prioritize goals for connection to resources for better housing, nutrition, child care, job training, employment, legal representation, civic engagement, and technical assistance to navigate barriers to service.

Choice Implementation Area: People
Implementation Partners: CCS
Timeframe: Short Term

d. Strengthen connections to comprehensive medical care services, including psychiatric, mental health, and substance use specialty care

The B Street Health Center screens all of its patients, at least once per year, for mental health and substance abuse challenges and can refer patients internally to the psychiatric, mental health, and substance use specialty care resources of the St. Mary's system. Outreach by Health and Wellness Advocates to connect all Tree Street residents to B Street is essential to achieving the health and wellness goals of

this Plan, including addressing the high levels of self-reported mental health disabilities in Maple Knoll and the high levels of self-reported addiction in the community.

Choice Implementation Area: People
Implementation Partners: CCI, CCS
Timeframe: Medium Term

e. Monitor health access and outcomes of Maple Knoll Residents

Maple Knoll residents are generally well connected to health services, use them, and are pleased with the quality they receive. Proximity to the B Street Health Center- it is on the same block - likely plays a role in this strong outcome. CCI Family Advocates will need to monitor health access and outcomes in the coming years to be sure these connections remain strong, as the Choice replacement units are constructed several blocks away, though still accessible within less than 10 minutes by foot.

Choice Implementation Area: People
Implementation Partners: CCI
Timeframe: Long Term

6.2 Identify a location in the Tree Streets for Community Clinical Services to consolidate its services into single, accessible location

a. Consider co-location strategies that leverage planned development efforts

Promote the use of future Choice funds to support the capital needs of this consolidation, which should enable Community Clinical Services to bring together its family, dental, pediatric, and behavioral care services along B Street Health Center services. This would include the parking necessary for both staff and patients unable to arrive on foot or by transit.

Choice Implementation Area: People

Implementation Partners: City of Lewiston, LACH, B Street/CCS, St. Mary's

Timeframe: Medium Term

b. Consider opportunities for shared parking to utilize existing resources

In order to accommodate their employees and patients with limited mobility, B Street Health Center requires more parking spaces than what is currently available to them. However, increasing the amount of surface parking in the neighborhood would be a detriment to the public realm as it decreases walkability. To mitigate these effects on the neighborhood, consider building a parking garage, that could serve as a neighborhood parking resource, or developing a shared parking agreement with the Colisée, which has almost 700 parking spaces that sit empty the majority of the time, particularly during weekday business hours, as their large events are typically held at night or on weekends.

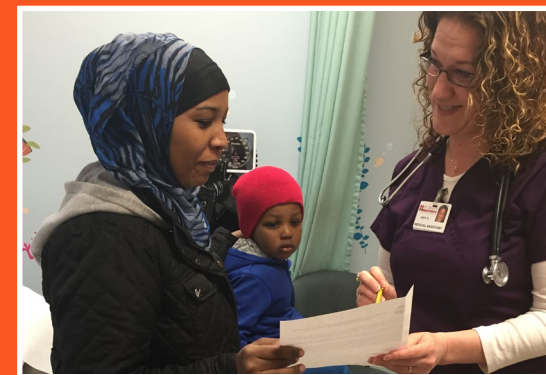
Choice Implementation Area: Neighborhood

Implementation Partners: City of Lewiston, LACH, B Street/CCS, St. Mary's

Timeframe: Medium Term



B Street



6



6.3 Address identified gaps in the health system and network of community resources

a. Provide access to warm, welcoming spaces during the day and in all seasons for those experiencing homelessness

Even for those able to secure a place stay in a neighborhood shelter overnight, daytime presents challenges anew. Area shelters do not allow guests to stay during the day. As one focus group participant stated, “[we’re] kicked out no matter the weather”.

- > In the short term, expand the Lewiston Public Library’s hours or work with other sites where the homeless population spends time to broaden access to protected indoor spaces outside of shelter hours

The Lewiston Library is open from 10am – 7pm Monday – Thursday and 10am – 5pm on Friday and Saturday. Consider expanding the hours to 9am – 8pm and opening on Sundays during the winter months.

- > In the long term, centralize resources in a warming or day center
This center should look to ‘one-stop-shop’ models, which include case workers on site, in addition to resources and amenities such as day lockers, showers, post office boxes, laundry facilities, computers and web access, and mental health support.

Choice Implementation Area: People
Implementation Partners: City of Lewiston, St. Mary’s, Library, Trinity Jubilee
Timeframe: Short Term - Long Term

Precedent

Daybreak: Day Resource Center Macon GA

Precedent: A project of Depaul, USA, this day center offers critical services all in one place. It’s a 6,000 sf former warehouse at the edge of Macon’s Downtown, and provides showers, laundry, healthcare, education, counseling, job connection assistance, internet, telephones, shade, rest, a sense of community, and a safe space to simply be.



"because
homelessness has no
place"

b. Resources for addressing addiction and sex trafficking

With one-third of the respondents in the community survey reporting a substance abuse issue in their household, a strong, evidence-based response to addiction in Tree Streets is needed. Until very recently, however, Maine has been challenged by a lack of resources needed to fund the health, wellness, and recovery needs of low income families and individuals. This year, the State expanded Medicaid significantly, and has promoted innovations in care enabled by the Affordable Care Act, including opioid health “homes” - clinical locations with comprehensive care management; care coordination; health promotion; comprehensive transitional care/follow-up; individual and family support; and referral to community and social support services.

Tri-County Mental Health with Central Maine Medical Center and the B Street Health Center are each exploring this model in Lewiston, and B Street’s location in the heart of the Tree Streets community, welcoming reputation on the street, and ability to collaborate with other entities that are integral to patient health and well-being suggest an important emerging opportunity to serve Tree Streets residents with addiction. Additional programming to consider are needle exchange and other harm-reduction methods, and specifically working with young people in recovery. Tri-County and B Street, with CCI as Backbone Support must fully exploit this opportunity in Tree Streets.

Choice Implementation Area: People

Implementation Partners: Tri County Mental Health, CCS, CCI

Timeframe: Medium Term

6.4 Expand access to quality nutritious food

Lewiston Farmers' Market



a. Support and engage with the Lewiston Farmers' Market, including securing a permanent location in close proximity to the Tree Streets

The Farmers' Market, sponsored by St. Mary's Nutrition Center, operates on Sundays from May until October at the Bates Mill complex downtown. Vendors sell a variety of fresh local foods and goods, including organic fruits and vegetables, dairy products, quality meats and fresh baked goods. Residents who use SNAP/EBT or a Pine Tree Card are eligible to receive nutrition incentives for purchasing more fruits and vegetables at the market through the state-wide Maine Harvest Bucks program. In the short term, conduct targeted marketing to neighborhood residents, translated in multiple languages, to increase awareness about the Farmers' Market and its offerings. During the winter, this market is moved to indoors, but the current winter location on East Avenue can be hard to access for residents who do not drive. Work to secure a permanent, year-round indoor/outdoor location for the Farmers' Market in the long term that is in walking distance for the Tree Streets Neighborhood and Downtown Residents.

Choice Implementation Area: Neighborhood
Implementation Partners: St. Mary's Nutrition Center
Timeframe: Medium Term

b. Work with corner stores to provide quality, healthy fresh food options

Corner stores in the neighborhood, such as Ward's, Webb's, Porier's, and smaller specialty shops such as the Mogadishu Business Center can help to improve access to fresh food in the neighborhood. These stores typically offer packaged foods with longer shelf lives and unhealthy snacks. Work with these stores to:

- > Increase store capacity to sell and market healthy items; provide equipment for stocking and displaying perishable goods
- > Build relationships with store owners, and offer training and technical assistance to provide the skills to make selling healthy food profitable
- > Link corner stores to community partners, fresh food suppliers, and local farmers

Choice Implementation Area: Neighborhood
Implementation Partners: Healthy Androscoggin (interest in this, no current capacity); St. Mary's Nutrition Center could build on Good Food Bus pilot partnership with Webbs
Timeframe: Medium Term

Source: Good Food Council of Lewiston-Auburn

c. Through St. Mary's Nutrition Center and the Root Cellar, develop a wholesome food vendor with a permanent store inside the project area

While the Good Food Bus, Farmers' Market (Strategy 6.4a), and corner store initiative (Strategy 6.4b) are important pieces of a comprehensive solution to the fresh food desert that exists in the neighborhood, the community needs a permanent small grocer that provides access to affordable fresh and healthy food on a regular and consistent basis. Market analysis suggests this type of use in the neighborhood could be a good fit near the intersection of Bartlett and Birch Streets, in close proximity to the Root Cellar as well as other existing commercial uses. It will be important for the site to be able to accommodate some light traffic as well as the required loading and trash storage.

Choice Implementation Area: Neighborhood
Implementation Partners: St. Mary's Nutrition Center, Root Cellar (support & thought partner)
Timeframe: Long Term

Precedent ▶

Daily Table

Precedent: The Daily Table in Dorchester, MA, is a nonprofit retail store that offers discounted nutritious food to patrons and fights food waste. It offers a selection of produce, bread, dairy, and other grocery items at affordable prices, as well as grab-n-go ready to eat meals prepared fresh onsite daily by local community members who earn a fair wage. This model works by working with food distributors, manufacturers and supermarkets who donate their excess healthy food or provide items on a discount, as well as being funded by various foundations.



Source: Daily Table



d. Create more places to grow food throughout the neighborhood

There are five community gardens in the Tree Streets neighborhood. Just over 100 households engaged in these plots in the last year. This is up from 71 in 2017; the 45% increase is a result of building the Heart & Soil Garden and the Nutrition Center garden. All of the potential garden plots are filled and at capacity. Residents on the waiting list are concentrated in the Knox Street and Blake Street Gardens. The neighborhood should support existing community gardens and expand community garden access by:

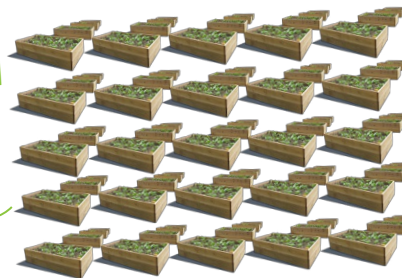
- > Advocating for zoning changes that support food sovereignty and the ability to grow food.
- > Increasing the number of community garden plots in the neighborhood, with a focus on building community ownership and leadership. Current demand for garden plots in the neighborhood create the need for one or two additional strategically located lots in the neighborhood. Siting should consider proximity to other garden plots, southern sun exposure, access to clean water, resident interest, and target areas in the neighborhood lacking in existing community gardens. Soil should be tested before use and periodically, as lead is major concern in the neighborhood.
- > Increasing the number of home gardeners. Because community garden space is limited, it is important to empower residents to utilize their own outdoor spaces to grow food, whether it be a yard or porch. This can be done through

education, community wide planting events, soil testing, seed swaps, and the flower box building program in Strategy 7.4b.

- > Committing to garden uses as more than a temporary use. While utilizing vacant land as a productive use, such as a community garden, may be beneficial in the short term, these spaces can take years to fully develop as a community resource. Care should be taken to preserve beloved gardens, and the creation of new gardens should be thoughtfully sited so the garden can serve as a community resource for at least 5-10 years before being redeveloped.

Choice Implementation Area: Neighborhood
Implementation Partners: Community Land Trust, St. Mary's Nutrition Center
Timeframe: Short Term

add 50 additional garden beds in the neighborhood



e. Expand nutrition education for diverse populations

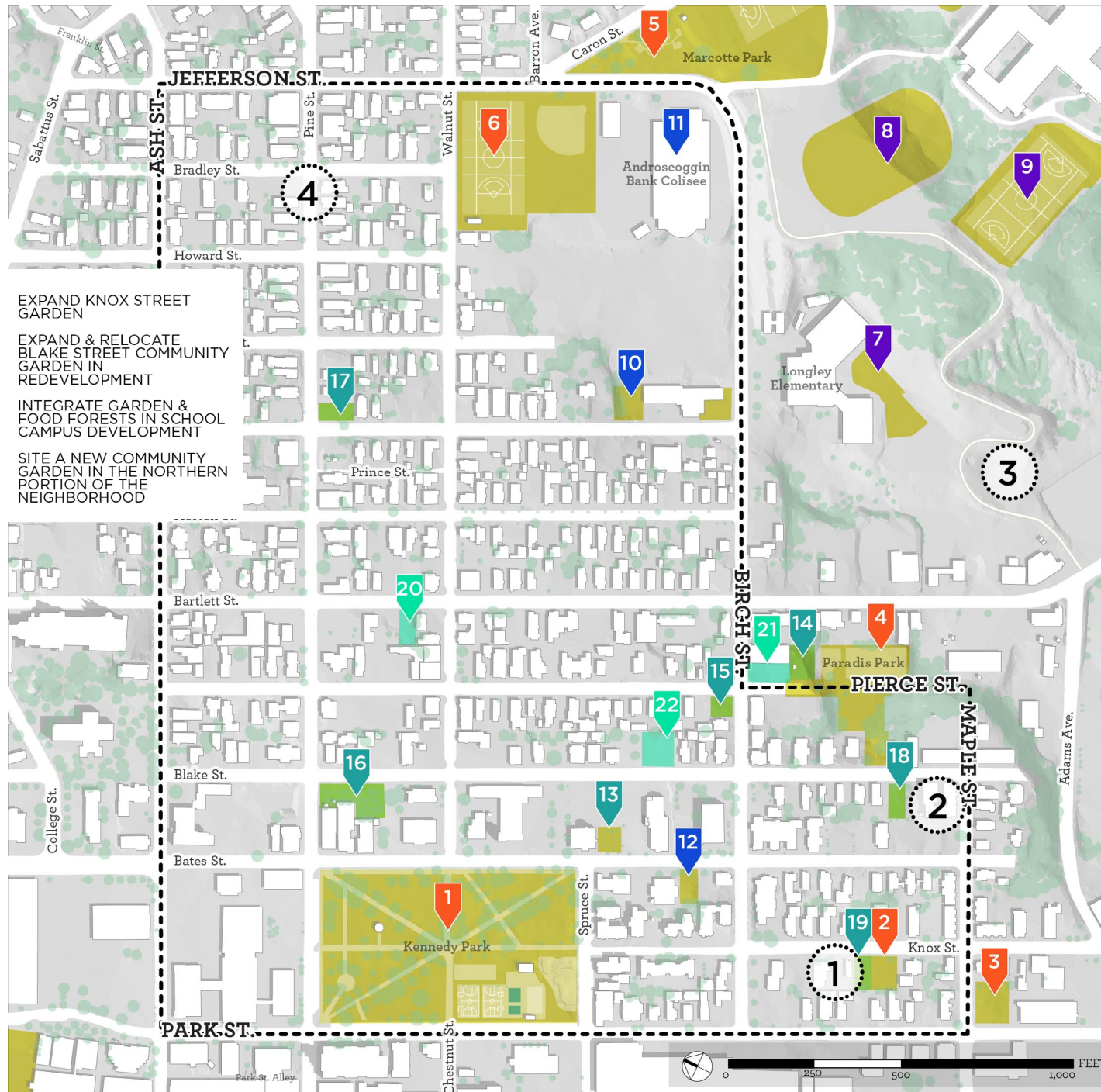
While the strategies above offer solutions for increasing access to healthy fresh and affordable food in the neighborhood, it is equally important that residents know how to prepare and store these foods. Work with St. Mary's Nutrition Center to expand their nutrition education programming to diverse populations in multiple languages, maximizing the use of their community kitchen to foster healthy eating habits across all neighborhood demographics.

Choice Implementation Area: People
Implementation Partners: St. Mary's Nutrition Center, Healthy Androscoggin (thought partner and implementer), Lewiston Public Schools (Tiffany, Montello School)
Timeframe: Short Term

f. CCI Family Advocates should explicitly link these strategies to health and wellness education among Maple Knoll residents.

Maple Knoll and Tree Street residents lack access to quality, healthy food choices. Strategies to increase economic opportunities in Tree Streets (Goal 9) include proposals to create a wholesome food vendor within the community and entrepreneurial small-lot agriculture in and around Lewiston. CCI Family Advocates should explicitly link these strategies to health and wellness education among Maple Knoll residents.

Choice Implementation Area: People
Implementation Partners: CCI
Timeframe: Short Term



PARKS & OPEN SPACE

Source: City of Lewiston

TREE STREETS NEIGHBORHOOD

PARK/OPEN SPACE

GARDEN

- 1 EXPAND KNOX STREET GARDEN
- 2 EXPAND & RELOCATE BLAKE STREET COMMUNITY GARDEN IN REDEVELOPMENT
- 3 INTEGRATE GARDEN & FOOD FORESTS IN SCHOOL CAMPUS DEVELOPMENT
- 4 SITE A NEW COMMUNITY GARDEN IN THE NORTHERN PORTION OF THE NEIGHBORHOOD

- 1 KENNEDY PARK
- 2 KNOX STREET PLAYGROUND
- 3 LEWISTON DOG PARK
- 4 MARK W. PARADIS PARK
- 5 MARCOTTE PARK
- 6 DROUIN FIELD
- 7 LONGLEY PLAYGROUND
- 8 LHS ATHLETIC FIELD
- 9 LHS PRACTICE FIELD
- 10 TREE STREET YOUTH
- 11 ANDROSCOGGIN BANK COLISEE
- 12 PROMISE EARLY EDUCATION CENTER PLAYGROUND
- 13 COMMUNITY CONCEPTS SITTING GARDEN
- 14 ROOT CELLAR GARDEN
- 15 HEART & SOIL GARDEN
- 16 NUTRITION CENTER LEARNING GARDEN
- 17 PINE STREET COMMUNITY GARDEN
- 18 BLAKE STREET COMMUNITY GARDEN
- 19 KNOX STREET COMMUNITY GARDEN
- 20 PUG (POP UP GARDEN)
- 21 ROOT CELLAR
- 22 BLAKE STREET COMMUNITY ART PROJECT

Figure 66. Map of the neighborhood gardens and open spaces

6.5 Encourage increased physical activity

a. Boost participation in St. Mary's Commit to Get Fit Challenge

Some Maple Knoll and neighborhood residents identified obstacles to increasing physical activity and exercise. *Growing Our Tree Streets* advocates for multiple opportunities to increase youth recreation as well as exercise facilities for residents of all ages. Greater coordination through Community Navigators and the Health and Wellness Advocate with existing community wellness programs at the YWCA, the St. Mary's Get Fit Challenge (an annual walk/run ranging from 3k to 15k), and others could better institutionalize fitness as part of the health and wellness culture of the Tree Streets.

Choice Implementation Area: People
Implementation Partners: St. Mary's, CCS
Timeframe: Short Term

b. Host a local "World Cup" tournament

Once a year, host a world-cup style Citywide soccer tournament that unites and celebrates Lewiston's diverse immigrant communities through its successful soccer culture. Amateur teams, with players of different genders and levels of experience, could represent different immigrant origin countries from around the globe, culminating in a final match, winner taking all, and bragging rights, of course.

Choice Implementation Area: Neighborhood
Implementation Partners: Soccer Clubs; Lewiston rec?, MCI, Somali Bantu Community Association
Timeframe: Medium Term

c. Offer exercise programming for all seasons, all ages, and all genders

Increase physical activity of residents by:

- > Offering exercise programming in Kennedy Park. Examples include free weekly yoga classes, running and walking club meetups, or water aerobics at the pool in the summer.
- > Including exercise equipment or stations when public park improvements are made.
- > Programming public games and activities, particularly during winter, at the proposed Community Institute in the gym of the former Longley Elementary School.

Choice Implementation Area: Neighborhood
Implementation Partners: School Committee; Lewiston Rec
Timeframe: Long Term

6.6 Create a healthy neighborhood environment

a. Commit to smart growth and a green city

Promote a healthy neighborhood by reducing the carbon footprint, using land efficiently, promoting green infrastructure and buildings, managing stormwater, creating a walkable environment, providing high quality public spaces and encouraging community participation in design.

- Reduce waste in the neighborhood.
A common theme of the public outreach was that trash removal is a priority for improving the quality of life in the neighborhood. Strategy 2.2 refers to beautifying the neighborhood in the short term, but the community should also work to alter consumption patterns, reuse and recycle materials, facilitate pick-up services or drop-off points for household composting, recycling and hazardous waste disposal.
- Stormwater Management
The amount of impermeable surfaces in the neighborhood, such as roads and rooftops, causes the majority of stormwater to run into the storm sewers at high volume and high speeds, instead of infiltrating into the landscape. Both private development and public improvements along streets and in parks can design to better manage this run-off

by creating areas where the ground can absorb the water slowly like a sponge. Site design techniques to replace impermeable surfaces with permeable ones include:

- Raingardens – vegetated depressions that store and infiltrate run-off;
- Green roofs – roofs designed to accommodate soil, plants and even publicly accessible open space that reduce stormwater run-off and reduce cooling and heating costs;
- Permeable pavers – permeable asphalt, permeable concrete or pavers allow water to filter into the ground;
- Tree box filters – underground boxes that for tree plantings that capture stormwater run-off; and
- Rain barrels – barrels that can be bought inexpensively and used to capture roof run-off to be reused for gardening and other potable water applications.

To achieve LEED ND Gold rating and effectively bring green design to the Tree Streets, the following actions will need to be taken:

- Create a green roof demonstration project to educate residents and business/property owners about the environmental and economic benefits of green roofs.

- Work with city departments to integrate green design techniques into street design standards.
- Promote energy efficiency and generation in new and existing structures by increasing use of passive technologies such as harvesting of solar energy, and active technologies such as geothermal wells where bedrock permits.
- Encourage all new construction and rehabilitation to meet or exceed the nationally recognized LEED (Leadership in Energy and Environmental Design) Silver rating.
- Work with landscape architects to ensure that all new landscape design elements, are completed to help clean and filter the water.

See Appendix VI for the LEED Project Checklist.

Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston, LUPH
Timeframe: Medium Term

b. Increase the tree canopy by 250 trees in the next five years

The configuration of the streets in this neighborhood provide limited opportunities for conventional street tree planting. The public realm width is narrow, generally providing a four to six-foot sidewalk, (2) seven foot parallel parking lanes, and (2) 10 foot travel lanes. Best practices for street tree plantings generally require a four foot tree pit, and at least a four foot walking zone. Without sacrificing a parking lane, it is a challenge to provide tree lined streets in the Tree Streets. This means the neighborhood has to get creative to grow the tree canopy. While difficult, it is possible to increase the number of trees in the Tree Streets by:

- › Infilling trees in parks and open spaces.
- › Infilling trees on publicly owned vacant lots. They should be prioritized along main neighborhood connectors; Bates, Blake, Birch and Pine Streets. Recognizing that some of these sites may be developed in the coming years, these plantings can be temporary, and used as a tree nursery, or permanent on known sites for open space preservation.
- › Installing trees on private property facing

the street where private owners are willing.

- › Integrating street trees in new developments. The City should require, by contract with developers, appropriate setbacks and street trees in the development of all sites controlled through this process. These developments should work to develop a new standard for public realm design in the neighborhood, and incorporate wider sidewalks and streets that are tree-lined.
- › Integrating tree plantings in new bump outs
- › Providing movable tree planters at key locations in the neighborhood. Locations to consider include excess space in the right of way (and future bumpout out locations), and gateway intersections.

It is important that the trees planted in the neighborhood are appropriate for the climate and site. Tree plantings should be distributed equitably, and offer a healthy diversity of species, including edible fruits.

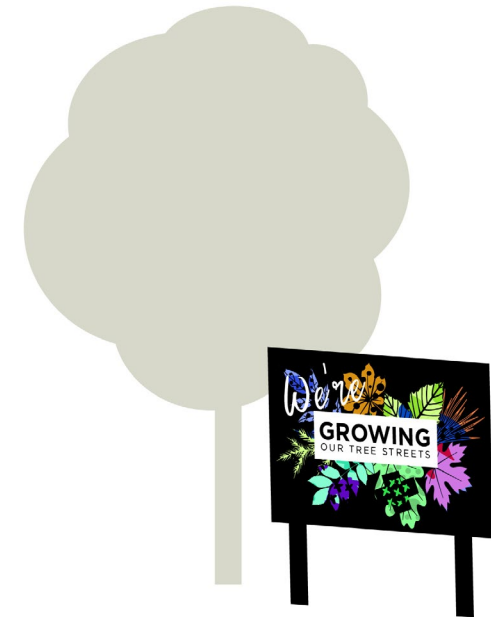
As tree plantings go in across the neighborhood, include signage to let the neighborhood know the new trees are part of this planning process, and how they can get involved.

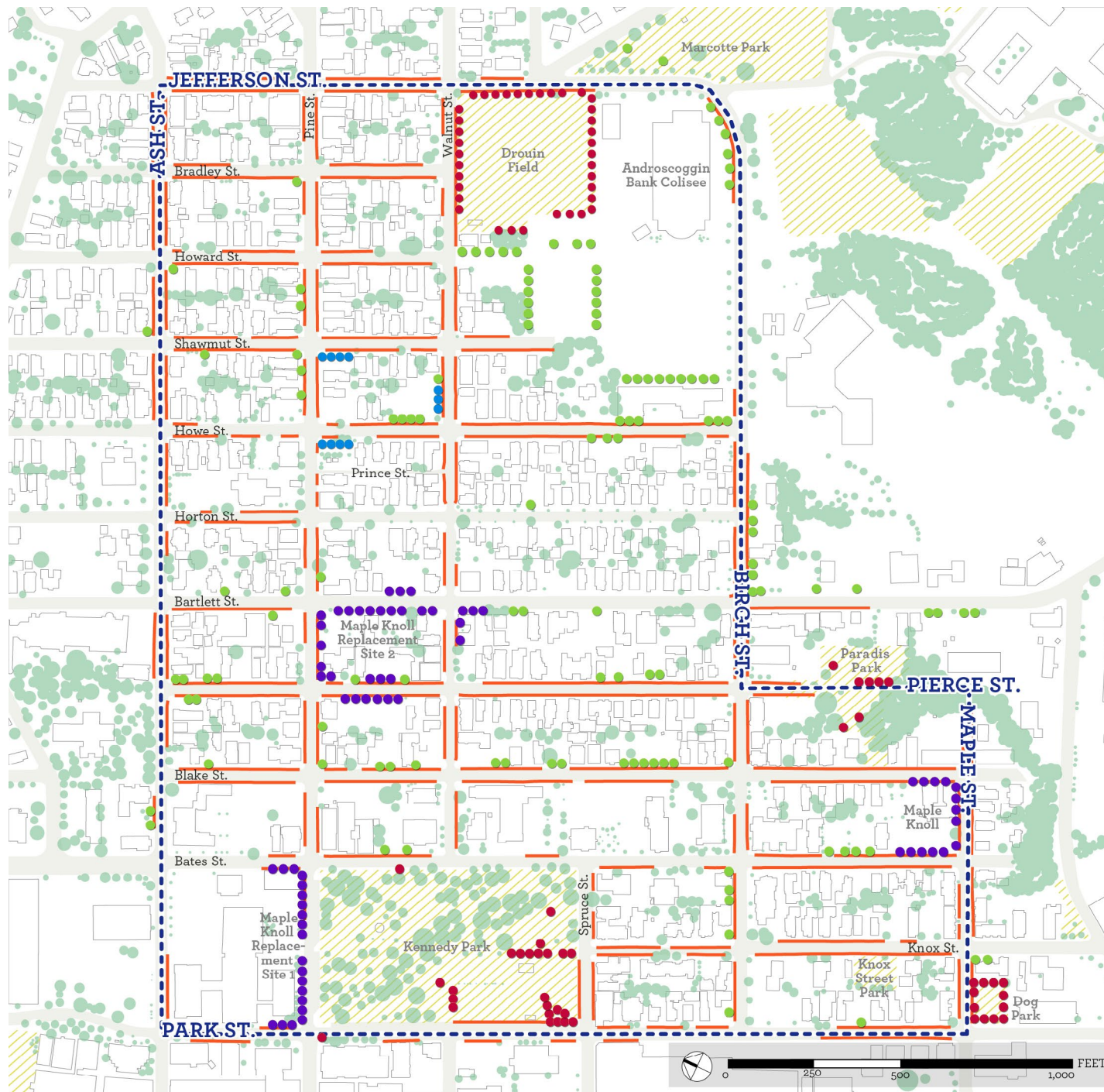
Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston, HNPC, Lewiston/Auburn Community Forestry Board, LUPH
Timeframe: Short Term

c. Advocate that the City to create a policy that bans smoking in public parks

Smoke-free parks will help to limit the negative effects of smoke exposure for parkgoers, most importantly to children, and decrease the amount of tobacco litter in the parks.

Choice Implementation Area: People
Implementation Partners: Healthy Androscoggin
Timeframe: Short Term





INCREASE TREE CANOPY

Source: Interface Studio

- TREE STREETS NEIGHBORHOOD
- PARK/GARDEN
- EXISTING TREE CANOPY
- BLOCK LACKING IN STREET TREES

HOW? you ask

- 1. INFILL TREES IN PARKS AND OPEN SPACES
- 2. INFILL TREES ON PUBLICLY OWNED VACANT LOTS
- 3. WORK WITH PRIVATE PROPERTY OWNERS TO PLANT TREES
- 4. INTEGRATE STREET TREES IN NEW DEVELOPMENTS

doing this could add 250 trees to the Tree Streets!

6

Figure 67. Map of the neighborhood tree planting strategy



GOAL 7

GROW OUR TREE STREETS INTO A FUN, SAFE & NURTURING ENVIRONMENT FOR OUR YOUTH

What is the need?

There are many children in the neighborhood and a real sense that they are the future.

With the highest concentration of children under the age of five statewide, the Tree Streets community is working together to raise Maine's future. Thirty percent of residents in the Tree Streets Neighborhood are under the age of 18, compared to 23% citywide, and the neighborhood is home to one in five of all the children age four or younger in Lewiston. These kids face greater challenges than their Lewiston peers. Fully 79% of the students who attend Longley are classified as English Language Learners, and 96% are classified as economically disadvantaged. During public outreach it became clear that many children here have to take on more "grown up" roles in day to day life, serving as translators for their parents.

The neighborhood is losing its neighborhood school.

The neighborhood's local elementary school, Longley Elementary, is being consolidated and relocated to the new Connors Elementary School this fall. The new school is about a half-mile from Longley's current location, but steep topography separates the locations. Moving the local school creates a need for developing safer paths to the new

school in addition to the planned school bus service that will be provided. Furthermore, the Longley School should be repurposed so that it continues to be a resource for learning in the neighborhood.

Kids in the neighborhood often find themselves getting into trouble.

When asking Lewiston police how they would improve safety in the neighborhood, officers identified providing more things for youth to do outside of school as a priority. More than half (52%) of all juvenile arrests in the City from January 2015 through July 2018 occurred in the Choice Study Area, 33% in the Tree Street neighborhood. The Lewiston Police Department has three school officers (elementary, middle, and high school) and a community resources team that acts as an education arm and liaison between community members and law enforcement, providing parenting education and a community education curriculum that covers City rules such as curfew, signs of substance use/misuse, pedestrian and bicycle safety, and how to call or approach the police among other topics. However, there is still a gap in supervision after school and in the summer months. Children and teens need more supervision and structured activities led by adults.

"The young kids play together - they don't see color."

The neighborhood is known for its soccer stars, but there are no year-round play spaces.

The high school's Blue Devils won the state championship three times in the past four years, and was ranked 25th in the nation with a team of players from six different countries. However, in the neighborhood, soccer facilities are limited, particularly in the winter months. Currently, there is a winter league at the Lewiston Armory, but the game is a modified soccer game called Futsal, and there is a registration fee of \$40 per player, which is cost-prohibitive for many families – especially those with many children. Conversations with the public often point to a need for an enclosed soccer facility.

Every child within the neighborhood should have access to a safe and high quality park space

Everyone who lives in the Tree Streets is within a five-minute walk of at least one of the neighborhood parks or open spaces. We do not need to create new parks or open spaces, though there will be opportunities to include small play spaces with new multi-family developments, but we do need to maximize the spaces that exist in the neighborhood, so everyone has access to a safe, welcoming, high quality park or playground.

"We have an abundance of youth who are different, they are unsupervised. They need something to do or some place to go, more accessible free programming, and not just all sports, with non-traditional hours"

[At school] "Kids feel safe, but the racism is a problem."

"We need to talk about race, no one knows how to do it"

"When school lets out, kids are out at all hours of the day, and in the summer all-day every-day. The issues are real"



What are the recommended strategies and targeted outcomes?

7.1 Incorporate opportunities for play throughout the neighborhood

a. Transform outdoor amenities for use in winter months

Lewiston's cold climate means that many recreation assets are underutilized for half the year. Consider ways to activate these amenities in colder months, including:

- > Flooding the basketball courts to create an ice rink in Kennedy Park.
Considerations include offering low cost skate rental, ice maintenance, festive winter lighting, and free skate instead of hockey scheduling.
- > Sledding hills
As in Strategies 7.2 and 8.5, integrate formal sledding hills into the school campus and Paradis Park.
- > Provide a dome for use of a soccer field in winter
These 'structures' have been constructed in similar climates in Canada, suggesting that they can support a significant snow load and are appropriate for Lewiston. The caliber of, and pride in, the neighborhood's soccer players suggest that national soccer entities may be interested in sponsoring this type of investment.

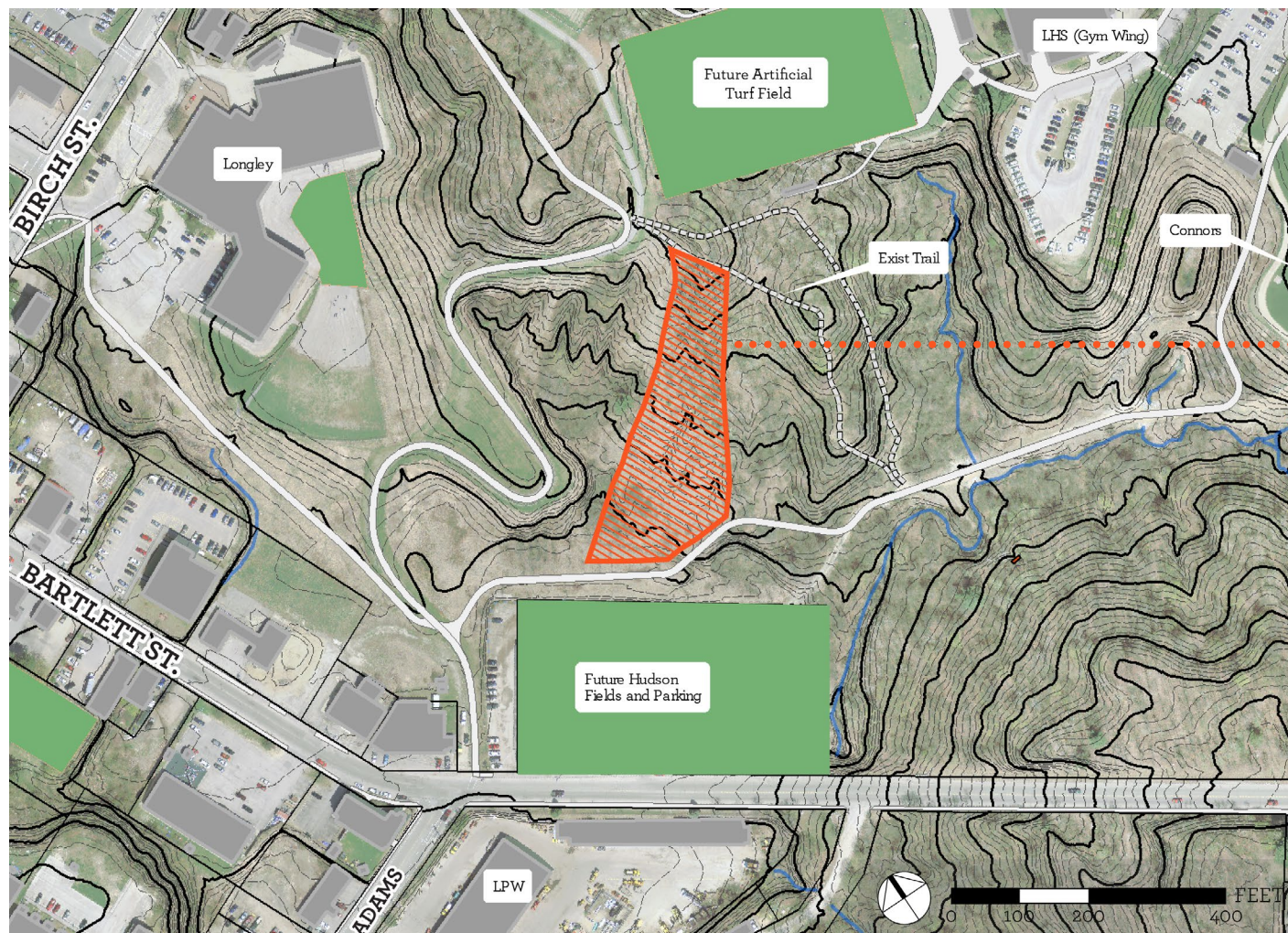
There are two sites that could accommodate a soccer dome.

- Drouin Field's size and open format, as well as location in the neighborhood, would be a good location for this use.
- The High School is currently constructing an artificial turf field on their campus as part of its renovations. While the preference is to provide this resource in the neighborhood, and for the neighborhood, these structures typically require an artificial turf surface, and it would be cost efficient to explore this option.

*Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston, Friends of Kennedy Park Group, Healthy Andro as Though Partner
Timeframe: Medium Term*



Existing slope adjacent to the entrance off Blake Street to Paradis Park



• **POTENTIAL SLEDDING
HILL SITE**

Figure 68. Potential Sledding Hill Site on the School Campus

b. Provide an indoor recreation center that is open and flexible - not program specific

With the reuse of Longley Elementary School as a Community Institute (Strategy 8.4d), there is an opportunity to preserve the school gym as a year-round community recreation space, offering an indoor amenity that allows for flexible, fee-free play. As Longley is redeveloped for use as an alternative high school and Adult Ed, Lewiston Public Schools should be engaged in the potential reuse of the gymnasium to fulfill this opportunity so as not be lost or underutilized.

Choice Implementation Area: Neighborhood

Implementation Partners: City of Lewiston, School Committee

Timeframe: Long Term

c. Create more opportunities for “unstructured” play

- > Ball check-out library
Given the high poverty rate in the neighborhood, some children do not have access to balls for pickup games in the neighborhood. Work with local non-profits to provide access to balls, air pumps, and other play equipment for use in the neighborhood.
- > Include opportunities for natural play
New play spaces in the neighborhood, whether it be on a vacant lot or incorporated with new development, can be designed outside of conventional playgrounds with equipment like slides and swings. Natural playscapes are designed to give children a connection to nature while fostering active, imaginative play. Examples of these types of play spaces are popping up across the country, and include amenities like mud pits, tree climbing, sand boxes, hill slides.

Choice Implementation Area: Neighborhood

Implementation Partners: Root Cellar

Timeframe: Short Term



7.2 Improve gathering and public spaces so they are high quality and strengthen community ties

a. Revisit the 2006 Kennedy Park master plan

Some of the recommendations of the master plan have been implemented since the plan was adopted, such as the reconfiguration of the basketball courts and the addition of a skate park, but budget shortages and maintenance concerns have prevented much of the plan from being realized. Recommendations to continue to work towards implementing the Kennedy Park master plan include:

1. Increasing the tree coverage
2. Activating the Pine Street edge, with places for vendors and formalizing the farmers market location
3. Creating pronounced and welcoming entrances, with bump-outs and crosswalks
4. Creating a central fountain
5. Including community-oriented spaces throughout the park

Additional ideas to improve Kennedy Park that were suggested during this public outreach include:

- > Ready the park to easily host events
- > Add a universally accessible playground
- > Introduce creative lighting and winter celebrations
- > Provide sheltered play space
- > Add water fountains
- > Add public restrooms
- > Create a “Friends of Kennedy Park” Group to advocate for funding and programming.

*Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston, HNPC,
Friends of Kennedy Park Group
Timeframe: Medium Term*

KENNEDY PARK



Figure 69. Proposed improvements to Kennedy Park



*Add a water feature with public art
as a central feature*

PARADIS PARK

b. Continue to improve Paradis Park

Paradis Park received some recent upgrades in 2015, which included upgraded stairs and new play equipment. Continue improve the park by:

- > Formalize the sledding hill along the stairway that leads down to the park from Blake Street
- > Adding a slide from the Pierce Street entrance.
- > Formalizing the entrance from Bartlett Street, by increasing site lines and adding signage. Consider acquiring property or an easement along that frontage to expand the park to Bartlett Street.
- > Improve the soccer field. Add trees and benches for spectators. Consider artificial turf, as the field gets a lot of use.

Choice Implementation Area: Neighborhood

Implementation Partners: City of Lewiston, Root Cellar

Timeframe: Medium Term



Figure 70. Proposed improvements to Paradis Park



DROUIN FIELD

c. Grow Drouin Field into a true community asset in all seasons

Drouin Field is currently home to a large lawn with a soccer and baseball field, and is completely fenced in, making it unclear how to enter the space. Some small improvements could transform this space into a true park space for the community, including:

- > Providing entrances at all corners, and improving safety with bump-outs and crosswalks at key intersections
- > Planting perimeter trees
- > Utilizing the field in the winter as an indoor soccer facility (Strategy 7.1a)

Choice Implementation Area: Neighborhood

Implementation Partners: City of Lewiston, Lewiston/Auburn Community Forestry Board, LUPH

Timeframe: Medium Term



Figure 71. Proposed improvements to Drouin Field



7.3 Support community-based programming that provides education, mentorship, and enrichment for neighborhood youth

This neighborhood is fortunate to have a breadth of organizations that offer programming for youth in the community. These invaluable organizations are critical to the neighborhood, but they are lean, often operating on tight budgets and funding shortages. It is important that this work bolster and support these programs to continue to grow with our youth.

a. Tree Street Youth

Tree Street Youth strives to offer integrative support for each unique youth/circumstance—from the high school student who is working hard to learn English and dreams of attending college, to her little 4-year-old brother who needs a safe space to play after school. Its core programs are:

- **MAPLE** (Motivated Adolescents Pursuing Leadership Experiences): Paid mentoring/job skills training opportunities for teenage youth (middle/high school) to develop their leadership skills and become role models for their peers. Three levels of leadership (Strive, Street and Team) allow youth to envision a path to success and take steps to reach their goals. This program serves approximately 50 youth each year.
- **BRANCHES** (Becoming Responsible Adults 'N Cultivating Higher Education Success): resources for youth to graduate from high school, explore career opportunities, and successfully apply to college with support from the application process to move-in day. This program serves approximately 250 youth each year.

- **CEDAR** (Community Engagement for Developing Abilities and Readiness): internship program for Tree Street alumni (age 18-25) who need additional skills to succeed in the workplace. This program serves approximately 6-12 each year.
- **Sequoia Juvenile Justice Initiative:** an alternative supervision/reporting center program for youth involved in the juvenile justice system. This program serves approximately 12 youth at a time and has been attributed with dropping the juvenile arrest rate by 35% after the first 18 months of the program.

This combination of programs has led to more than 250 youth graduating from the center, over 90% of whom still call Maine home. In just the past year, Tree Street Youth has had very strong outcomes:

- 95% college acceptance rate of youth who participated in their BRANCHES College prep program.
- 15% increase in youth accessing the center: eight interns successfully completed the CEDAR Workforce Development program.
- New School pilot project serving 25 youth who are “off track to graduate” with the Lewiston School System.
- All programs continue to be offered to youth at no cost.

*Choice Implementation Area: People
Implementation Partners: Tree Street Youth
Timeframe: Short Term*



Source: Tree Street Youth

b. The Root Cellar

The Root Cellar offers programs through mentor groups that work, play, grow, and learn together. In the past year, The Root Cellar has matched over 100 neighborhood youth with mentors, creating positive experiences in trades, leadership, and constructive group work while providing training in job readiness, restorative justice, best practices for working with children, recognizing the effects of trauma, and neighborhood development. Affiliated with the National Leadership Foundations Network and funded through the US DOJ Office of Juvenile Justice and Delinquency Prevention, The Root Cellar's mentoring programs have contributed to a 44% improvement in school attendance and a 31% improvement in grades among program participants.

*Choice Implementation Area: People
Implementation Partners: Root Cellar
Timeframe: Short Term*



Source: Root Cellar

c. Maine Immigrant & Refugee Services (MEIRS)

MEIRS' YouthBridges program, currently offered in Lewiston is designed specifically for immigrant and refugee youth who are learning to survive in a new country and need guidance and positive reinforcement. Programs include afterschool programs, summer enrichment camp, as well as the following offerings:

- > **Youth Leadership Program** – designed to create a new generation of leaders for Maine's future with culturally competent community integration services.
- > **Girls Empowerment Program** – designed to raise girls' self-confidence, help them establish achievable and meaningful life goals, and prepare them for a successful future.

- > **Sports and Athletic Program** – designed to keep kids out of trouble and involved in the larger community, teaching leadership and teamwork and building civic pride through a rapidly growing soccer program for boys and girls. Offered in collaboration with the City of Lewiston Recreation Department.
- > **Juvenile Justice Program** – provides direct services to assist with the reintegration of youth transitioning back into the community from detention centers and group homes.

Choice Implementation Area: People
Implementation Partners: MEIRS
Timeframe: Short Term



d. St. Mary's Nutrition Center

The Nutrition Center's youth training programs use community food access work (gardening, cooking, and improving access to healthy foods) as an entry point to leadership development, workforce readiness, and community engagement – all essential components in supporting young people on their paths to becoming thriving, committed, entrepreneurial adults.

We believe that engaging youth as change-makers and cultivating youth voice are fundamental components of lasting community impact. Youth working to grow food and beautify their own neighborhoods is a powerful way to physically transform the landscape of downtown and change expectations about what a healthy, vibrant neighborhood looks like.

Some valuable moments of connection can be found through casual “over the fence” conversations that inevitably occur because neighbors young and old are curious when they see a group of teens working outside! The interactions with adults, children, and other teens, while out in the gardens or biking between garden sites, positions young people as educators and advocates for a healthy community.

The Nutrition Center provides intensive training opportunities for over sixty teens and young adults annually, and ongoing experiential education programs for hundreds of elementary-age children. A few key programs include:

- > **Summer Youth Gardeners** – a three-week summer intensive entry program where teens grow, harvest and cook healthy food; learn about food systems and hunger; and participate in team-building, communication, and personal skills development activities.
- > **Youth Interns** – provides opportunities for experienced youth to take on more leadership during an 8-month training program where they build their leadership muscles and help run the Summer Youth Gardener program.
- > **Youth Campaign Crew** – is a group of high school students working together to raise awareness and make change around issues they care about in their schools and community.
- > **Education programs for younger children** include hands-on learning activities in the classroom, cafeteria, and school gardens during school, after-school, and summer school settings.

Choice Implementation Area: People
Implementation Partners: St. Mary's Nutrition Center
Timeframe: Short Term



7.4 Ensure that youth are ready for work and engaged as active members of the community

Build a deep-rooted connection and sense of pride in the neighborhood through leadership development, meaningful engagement in community efforts, and youth-led initiatives.

a. Support Tree Street Youth Community Connections

Community Connections strives to facilitate opportunities for employers to make personal connections with future employees, support youth and alumni to remain connected to the local economy after graduation and foster the civically engaged leaders of today and tomorrow locally and statewide. The program is critical for both youth and companies to make connections and break down barriers. The program is currently working with a few businesses in this program and has the ability to grow and evolve based on community need.

Choice Implementation Area: People
Implementation Partners: Tree Street Youth
Timeframe: Short Term



b. Expand after-school and summer programs with an employment (and employment coaching) component to build accountability

Provide more evening and weekend youth programming during all seasons that helps to beautify the neighborhood, teaches skills, and provides employment.

- > Grow existing programs and broaden access.
Existing organizations include Tree Street Youth, the Root Cellar, the African Youth Alliance, St. Mary's Nutrition Center, Lewiston Recreation, Maine Immigrant and Refugee Services, Androscoggin Colisée, and YWCA.
- > Formalize a bike building workshop in the neighborhood.
Partners included the Root Cellar, St. Mary's Nutrition Center, Rainbow Bikes.
- > Pilot a teen woodworking program to create flower boxes that beautify the neighborhood
- > Sew curtains for neighbors
During winter months, the only color that can be seen throughout the neighborhood are people's curtains. Many residents use blankets to combat drafty windows. Youth can help beautify the neighborhood and improve energy efficiency by sewing curtains for neighbors, again tying in the city's textile history to present day needs.
- > Engage youth in the planning, design, and construction of new gardens, play spaces, public art, and implementation of this plan

Choice Implementation Area: People
Implementation Partners: Tree Street Youth, LA Metropolitan Chamber of Commerce, Root Cellar, the African Youth Alliance, St. Mary's Nutrition Center, Lewiston Recreation, Androscoggin Colisée, and YWCA, Goodwill Take 2, Library
Timeframe: Early Action, Short Term

c. Take 2 YouthBuild

At Take 2, 17-24-year-old youth who are neither in school nor fully employed participate in an education and job training program designed to transition them into living wage employment.

A program of Goodwill NNE, Take 2 YouthBuild is funded through the Federal Department of Labor and strongly supported by community partners including The John T. Gorman Foundation. Take 2 participants engage in a full-time program in which they alternate weeks in a classroom working toward their high school equivalency credentials with weeks on community projects sites, learning construction skills and building or rehabilitating low income housing.

In addition, Take 2 participants have the opportunity to earn their Core Curriculum Credential through the National Center for Construction, Education and Research (NCCER), OSHA 10 and Lead Renovator, Repair and Painting. They receive a living allowance to defray the costs of participation. Participants work with a Career Navigator to create and execute a plan for a successful transition into further training, post-secondary education and/or employment. Participants also have access to a Counselor/Life Navigator to assist them in accessing resources to move out of poverty and into stability. Take 2 participants prepare themselves for successful transition into the workforce as they help meet community needs for safe, affordable housing. They build themselves as individuals and community members as they literally build their communities.

Choice Implementation Area: People
Implementation Partners: Take 2 YouthBuild
Timeframe: Short Term

7.5 Provide wrap around services for youth and families

a. Address risk factors identified on the behavioral youth survey through mentorship and youth engagement strategies

- › Lewiston Public Schools are working to address risk factors identified through this survey. LPS should be encouraged to continue and seek support from additional partners, like CCI and their whole family model, to ensure youth are receiving the support and resources helpful to them.

Choice Implementation Area: People
Implementation Partners: LPS, CCI
Timeframe: Medium Term

b. Double (or more) their summer experience programming

Choice Implementation Area: People
Implementation Partners: LPS, CCI
Timeframe: Medium Term

c. Embed wraparound support within the school (not tied to restricted eligibility or funding)

Choice Implementation Area: People
Implementation Partners: LPS, CCI
Timeframe: Medium Term

d. Fill the gap (either specialized programming or funding to expand restricted services) for kids not qualifying for special education services but not having success in regular programming

Choice Implementation Area: People
Implementation Partners: LPS, CCI
Timeframe: Medium Term



GOAL 8

GROW INDIVIDUAL EDUCATION OUTCOMES

What is the need?

The Early Learning System in Tree Streets is Incomplete

There are 1,101 children age five and under in the Downtown Lewiston Choice neighborhood. Nearly half – 489 – live in the Tree Streets, and eight live in Maple Knoll Apartments.³³ The Tree Streets has the highest concentration of kids under five in the entire State of Maine.

These geographies – Downtown, Tree Streets, and Maple Knoll – form the feeder patterns for Longley and Montello Elementary Schools, the second and third worst performing schools in the entire state

³³ Maple Knoll Rent Roll.

of Maine in 2017-2018. Longley alone has been the state's worst or second worst performer in each of the previous three years.³⁴

By Grade 3, nearly 90% of children in Longley and 82% of children in Montello are performing below standard in English and nearly 85% and 87%, respectively, below standard in Mathematics. Clearly, just three years out from Kindergarten, children from this community are not “ready to learn”:

³⁴ Maine Department of Education, Maine Assessment and Accountability Reporting System.

**2017-2018 Maine Educational Assessment (MEA)
Percent of Students Performing at or above Grade Proficiency Grade 3³⁵**

	Longley Elem. School	Montello Elem. School	City of Lewiston	State of Maine
English Language Arts & Literacy	10%	18%	20%	45%
Mathematics	16%	13%	21%	46%

³⁵ Retrieved from <https://lms.backpack.education/public/maine>, tab “Interactive Reports”.

National research and facts on the ground point to two key contributors to this persistently low performance among Tree Streets' youngest kids: 1) lead paint and 2) an incomplete early childhood care system.

Just 15% of Tree Streets kids under the age of six (71 out of 489) are enrolled in any of the 205 licensed early childhood spaces in the four centers located in their neighborhood³⁶, and only one of the five kids under six residing in Maple Knoll is reported to be enrolled in an early learning program any kind.³⁷ There are too few early learning opportunities in the community, and Tree Street families underutilize those that are here.

National research is clear that quality early learning is essential for grade school achievement, physical and emotional health, and future economic success. Children who attend high-quality preschools have higher test scores, fewer behavior problems and lower rates of grade repetition.³⁸

³⁶ Unpublished tabulation, Promise Early Education Center.

³⁷ Resident survey

³⁸ <https://www.aecf.org/m/resource/doc/AECF-TheFirstEightYearsKCpolicyreport-2013.pdf>

Fortunately, all four of the licensed early childhood centers in Tree Streets are of the highest quality – Step 4 (the highest) Certified by Quality for ME³⁹, and this local quality works. The percentage of children meeting or exceeding developmental outcome expectations at the Promise Early Education Center at Longley School increases dramatically between entering in the Fall and leaving at the end of the school year – 24 to 66 percent in Mathematics, 54 to 92 percent in Cognitive, 44 to 90 percent in Literacy, 50 to 80 percent in Language, and 44 to 74 percent in Social/Emotional.⁴⁰ The Promise Hillview Center shows similar successes. But there are only 64 spaces in Longley, for four year-olds only, and just 32 spaces for a mix of three and four year-olds in Hillview.

³⁹ The Maine DHHS implementation of the US DHHS Quality Rating and Improvement System (QRIS).

⁴⁰ 2017 – 2018 School Year, Unpublished tabulation, Promise Early Education Center.

Every community conversation verified the need for additional quality care, and further emphasized the need for extended-day care for parents working non-traditional hours.

Students in the local schools are underperforming

Children cannot learn if they are not in school, and low attendance among some students plagues both Longley and Montello Elementary Schools. Chronic absenteeism in Maine is defined as missing ten percent (10%) of enrolled school days where the student has been enrolled in the school for at least ten (10) days. Fully two-thirds of all students in Longley were either Chronically Absent (30.7%) or Approaching Chronically Absent (37.7%) in 2016-2017. At Montello, 19.9% were Chronically Absent and 34.5% were Approaching Chronically Absent. Fully 75% of students in Longley experienced suspension for discipline in 2016-2017, and one-third of these were out-of-school suspensions.

What are the recommended strategies and targeted outcomes?

8.1 Expand the supply of quality early childhood classroom space in the Tree Streets by 50% through 2025

a. Create two classrooms of eight children aged six months to three years in each of:

- › The current Promise EEC at Coburn School (16 new slots)
- › A new on-site care center at Choice Replacement Site 2 at Pine and Bartlett (16 new slots)
- › A new center co-located with other community services at the re-purposed Longley School (16 new slots)

*Choice Implementation Area: People
Implementation Partners: Promise EEC
Timeframe: Medium Term*

a. Create one classroom of 16 children aged three to five years in each of:

- › The current Promise EEC at Coburn School (16 new slots)
- › A new center co-located with other community services at the re-purposed Longley School (16 new slots)

*Choice Implementation Area: People
Implementation Partners: Promise EEC, Lewiston School District, LACH
Timeframe: Long Term*

8.2 Expand the utilization of existing and new quality early childhood programs among Tree Street families

a. Engage Community Navigators to organize parents and grandparents around the opportunity and importance of local quality care

Increase utilization 100% (75 children) through 2025, by:

- › Increasing enrollment in Maine Child Care Subsidy Program
- › Connecting guardians with Promise EEC specialists to develop coordinated plans for their children's early development

*Choice Implementation Area: People
Implementation Partners: Promise EEC, MCI
Timeframe: Short Term*

8.3 Collaborate with Lewiston Public Schools and the School Committee to improve conditions for learning

a. Ensure that the school campuses are safe and welcoming for neighborhood youth

- › Maintain “community school” feel and function of Longley as kids transition to the new Connors Elementary school that is located a half-mile outside of neighborhood.
- › Provide social emotional support for students as “advocate counselors” in school settings
- › Provide unique social emotional support for teachers/school staff to off-set stress and transference of trauma
- › Design asynchronous models of learning for students with higher social emotional needs, seniors who are extremely behind, or significant behavioral challenges

Choice Implementation Area: People

Implementation Partners: City of Lewiston, Lewiston School District, Tree Street Youth, USM, Lewiston Public Schools

Timeframe: Short Term

b. Reduce the impact of poverty on students’ success

The Lewiston Public Schools have recently established a Poverty Awareness Subcommittee of the District Board to assess and adapt national best practices (Harlem Children’s

Zone, US DoE Promise Zones) in linking public education, social services, and community building to disrupt persistent generational poverty. Community partners should work with the subcommittee to shape and implement this School Committee effort to reduce the impact of poverty on student success. This work will likely include:

- › Developing a better understanding of the impacts that generational poverty has on student success
- › Identifying ways to partner with community-based organizations to mitigate poverty, including the ongoing work of Healthy Neighborhoods, Tree Street Youth, and others developing the Choice Transformation Plan
- › Identifying and facilitating ongoing related work within Lewiston Public Schools
- › Identifying the needed support from municipal and state governments
- › Determining and tracking appropriate ways to measure this work

Choice Implementation Area: People

Implementation Partners: City of Lewiston, Lewiston School District, Tree Street Youth, USM, Lewiston Public Schools, Bridges Out of Poverty Steering Committee

Timeframe: Short Term

c. Advocate for restorative practices to reduce suspensions

In school, students face race-related conflicts, prejudices, and traumas triggered when neighborhood kids, many of them from immigrant families, join citywide schools that are predominately white. Kids who arrive as refugees or asylum seekers are entering school in a new place, face stresses of assimilation and learning English, finding friends, and figuring out how to be both American and Somali (or whichever their country of origin may be). More resources are needed to equip teachers with the skills to deescalate conflict, and be able teach soft skills on how to help kids cope with the trauma and stresses they are experiencing such that they can remain in class and in school where they can best continue to learn and advance.

Choice Implementation Area: People

Implementation Partners: Lewiston School District, MCI, Tree Street Youth, USM, RJIM, Montello School

Timeframe: Short Term

d. Support Tree Street Youth's School Partnerships

Tree Street Youth is active in the school district with various programs, including:

- › **Longley Leaders:** a behavioral intervention program for vulnerable elementary youth in the local Longley School (located directly across the street from Tree Street). This program resulted in a 70% drop in office behavioral referrals after 12 weeks.
- › **Special Education Tutoring:** Temporary out of school placement for students during transitional and assessment time periods, this serves as these students' educational programming before they get placed in a new educational program. This program serves between 15-30 students each year with 100% of students returning to school or a new placement.
- › **Next STEP High:** a pilot program that is "doing high school differently" with a unique model designed in collaboration with targeted youth who are "off-track to graduate." This model is grounded in solving real world problems, exploring a relevant/ applied curriculum, and a unique approach to providing social emotional supports to

students. After half a year, 63% of students have shown improvement in attendance as compared to last year. Students in the program have averaged three credits per year are on pace to earn six so far this year.

- › **Connors Leaders:** Inter-school Leadership program for 5th graders from both the Longley and Montello Elementary Schools who will soon be entering Connors together. These groups of students work as a team to be models to their schools about crossing lines of difference and uniting the two schools as they combine at the new Connors Elementary School next year.

Choice Implementation Area: People
Implementation Partners: Lewiston Public schools, Tree Street Youth
Timeframe: Short Term

e. Improve access to summer school programming

Participants in the public outreach process stated that oftentimes, when students and parents are made aware of summer programming offered by the school district it is after enrollment has closed or the program has already started. Work the School Committee to allow for flexible enrollment of these offerings during summer months, as well as to target advertising to families in the neighborhood about program offerings and opportunities.

Choice Implementation Area: People
Implementation Partners: Lewiston School District, Montello School
Timeframe: Short Term

f. Support the reuse of Longley Elementary School as a Community Institute

The consolidation of Longley Elementary School with Martel Elementary School into the new Connors Elementary School is scheduled to take place in August 2019. Longley Elementary School was originally built as a multipurpose center, but was fully converted to an Early Childhood Development Center in 2012 to manage the sharp increase of school-aged children in the neighborhood. While the new \$46 million Connors Elementary School will be a great resource for the neighborhood's youth, its relocation will leave behind a void in the neighborhood. Work with the Lewiston Public Schools to re-purpose the Longley School building so that it can continue to be an educational resource for the community. The Lewiston Public Schools' current plan for the building includes:

- > Next Steps High School
Tree Street Youth is currently piloting a creative, relevant, and engaging community-based alternative to high school for students who were off track to graduate and one year behind in their credits. The program has seen much success, and is looking to expand to a permanent location.

- > A One-Stop Workforce and Business Development Center
Currently Adult Ed classes are provided in the basement of the facility. Expand the Adult Ed space and programming, and develop deeper remedial Adult Ed to mitigate the life-long impacts of lead poisoning and war trauma among the Tree Streets workforce.

Additional education-related uses that could be integrated to help Longley evolve into an even stronger neighborhood asset, responsive to community needs include:

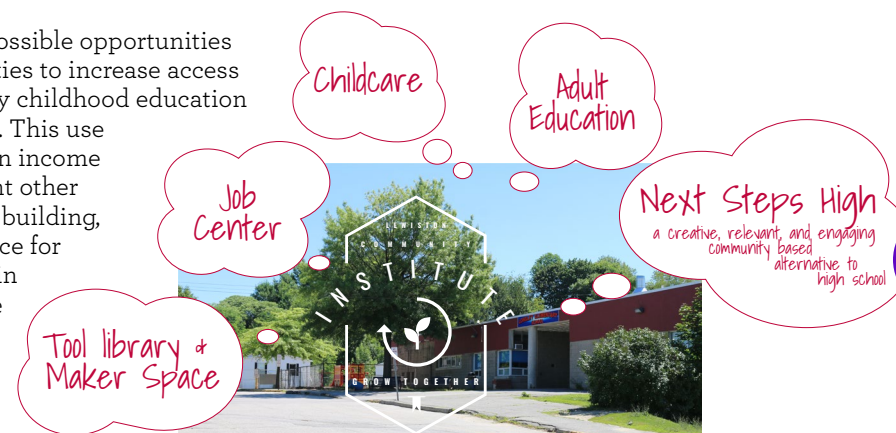
- > Childcare Facilities
Take advantage of possible opportunities to use existing facilities to increase access to childcare and early childhood education in the neighborhood. This use could help provide an income stream to supplement other programming in the building, and provide a resource for adults participating in other offerings at the institution (adult education, etc.)

- > Neighborhood Tool Library and Makerspace
Consider utilizing part of the building to grow neighborhood entrepreneurs, skills, and experimentation with a community tool library and maker-space. This program should be low barrier and low cost, with flexible hours, and tied to STEM.

Choice Implementation Area: People

Implementation Partners: City of Lewiston, Lewiston School Committee, Lewiston Adult Education, Tree Street Youth, USM, The Root Cellar

Timeframe: Medium Term



REUSE LONGLEY ELEMENTARY AS A COMMUNITY INSTITUTE

8.4 Provide fun (and safe) paths to school and welcoming school communities

a. Improve routes to school, school bus stops, and signage

Once Longley Elementary School moves outside of the immediate neighborhood, efforts need to be made to ensure the neighborhood connection remains, and accessing the new school feels welcoming and safe. As a long-term goal, all streets in the Tree Streets Neighborhood should be safe, walkable paths to school for neighborhood kids. In the near term, work with parents, older siblings, crossing guards, and walking-school buses to identify and travel along smaller, slower streets, such as Horton. As the school landscape changes in the coming school year and neighborhood kids have to take the bus or walk farther up the hill to reach the new Connors Elementary School, additional efforts should be prioritized to ensure safe routes to school:

- › Improve the pedestrian experience
Focus efforts along Bartlett and Birch streets adjacent to the school campus by planting trees, widening sidewalks, activating frontages and commissioning public art.
- › Improve the intersection of Birch and Bartlett Streets
The corner of Bartlett and Birch Street is not only a neighborhood gateway, it is a gateway to from the neighborhood to the new school campus. Transform this

intersection into a true gateway with greening, colorful bold crosswalks, and improved maintenance of the vacant property that surrounds it.

- › Create a safe crossing at all intersections surrounding the campus.
Currently the crosswalks are faded, stop signs are lacking, and pedestrian crossing signs are not apparent.

Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston, Lewiston school district, Tree Street Youth, Goodwill Take 2, Healthy Androscoggin (thought partner), LUPH
Timeframe: Medium Term



New Connors Elementary School site as of November 2018
Source: Sun Journal

b. Maximize the city-owned property surrounding the new school campus

The approximately 30 acres surrounding the High School and new Connors Elementary School is being renovated to support various recreational amenities for students. In addition to those functional amenities, work to create a park like setting, a lighted sledding hill, and other recreation opportunities to transform this publicly owned land a true asset for the community.

Fully implement the planned school vegetable garden at Connors elementary to engage students and teachers in growing food on the site. In addition, partner with St. Mary's Nutrition Center and ReTreeUS to expand their food forests and production initiatives along the walkway in Franklin Pasture.

Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston, Lewiston School District, St. Mary's Nutrition Center
Timeframe: Medium Term

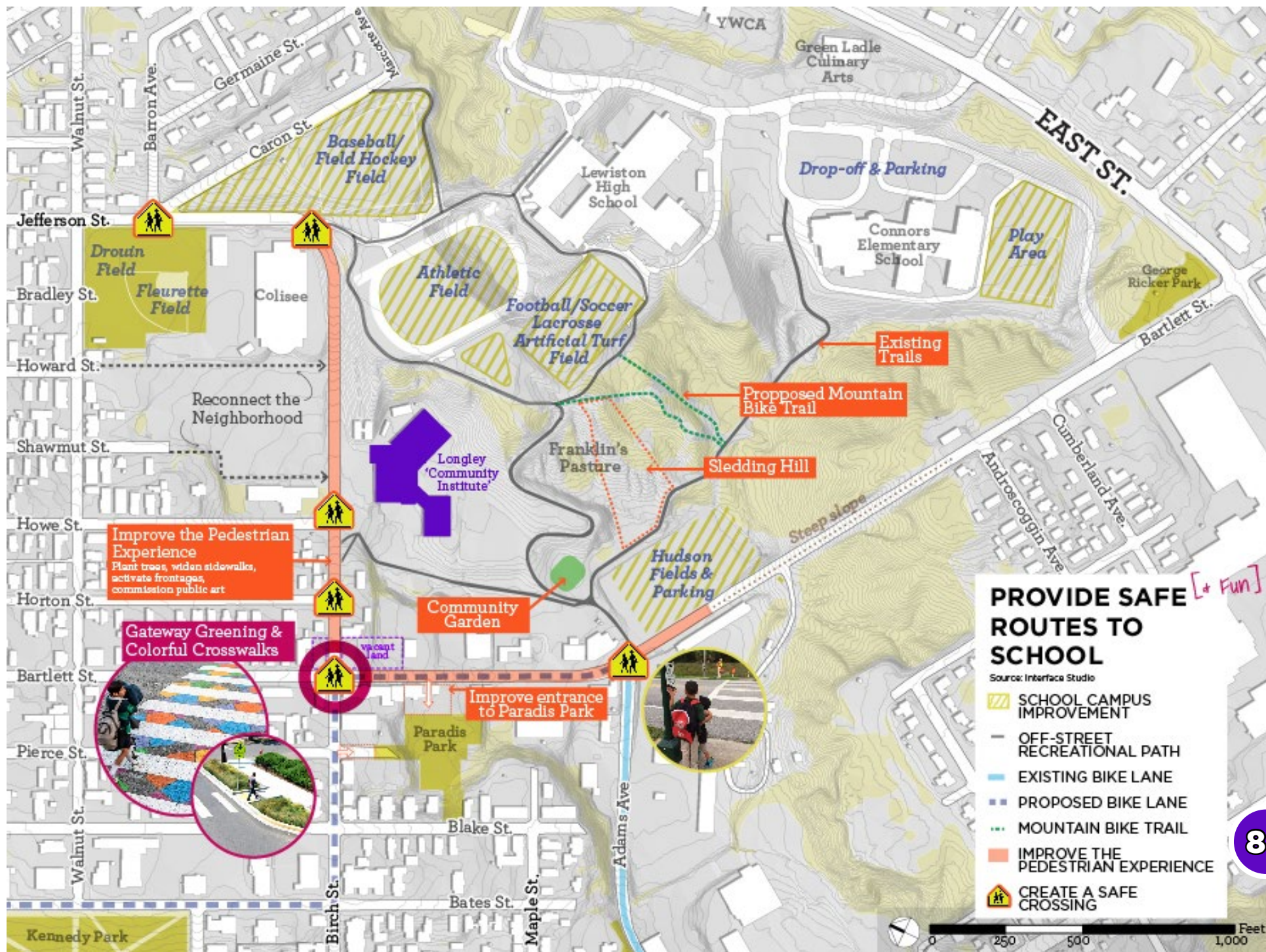


Figure 72. Map of the proposed safe routes to school

8.5 Encourage life-long learning and skills development with educational opportunities for adults

a. Tailor Adult Ed with contextualized English Language Learning opportunities

Over two-thirds of Maple Knoll resident survey respondents said that Tree Streets needs more job training centers and computer learning opportunities, and 75% of respondents in the broader community survey were not completely satisfied with access to training and English Language Learning programs. As part of the potential Longley Community Institute – the one-stop multi-purpose learning center proposed at the former Longley Elementary School - host all of the workforce and employment initiatives promoted in this plan, either on a permanent or circuit-rider basis. This will supplement the Lewiston Career Center now located in a distant near-suburban location.

Choice Implementation Area: People
Implementation Partners: Lewiston Adult Ed, IRC, Root Cellar English Language Learning Classes, Interns from USM/LAC, Lewiston Police Department, Community Credit Union - Financial Lit
Timeframe: Medium Term

b. Connect to Lewiston's Adult Education College Transitions Program

This free program, offered at the B-Street Community Center, helps its students to earn a two- or four-year degree if they have GED or high school diploma. It is designed to help students prepare for, get accepted to, and be successful in college, whether they have been out of school for years or recently graduated from high school. In addition to academics, the program also works with students to address other barriers to achieving an advanced degree, such as financial aid issues, and logistical issues unique to the student.

Choice Implementation Area: People
Implementation Partners: Lewiston Adult Ed
Timeframe: Short Term

c. Peer to Peer education

Cultural or language barriers may prevent residents from taking advantage of the program offerings through the various resources in the neighborhood. Work to create a network of community members who can educate their peers on various paths to achieving health and success in the neighborhood.

Choice Implementation Area: People
Implementation Partners: IRC
Timeframe: Short Term



*Lewiston Adult Education
class students*



*A graduate of Lewiston
Adult Education*



*College Transition Program
instructor and graduate*

Source: Maine Department of Education, Maine Adult Education, Lewiston Adult Education



GOAL 9

GROW PATHWAYS TO THRIVE AND ECONOMIC MOBILITY FOR ALL

What is the need?

Only 42% of Maple Knoll heads of household report wage income, and only half of these (21%) report working full-time. The median reported income is just \$9,120 per year. Nearly all of the employed residents work in low-wage retail, maintenance, food service, health care, and auto repair occupations. Most Maple Knoll residents surveyed report feeling either in crisis or vulnerable in relation to employment (71%), and only 4% reported feeling empowered in relation to income. In our accompanying survey of nearby residents, only 23% are completely satisfied with their household income.

Only four residents, all single heads of household, are seniors (age 62 and above), but fully 50% of households reported SSI or SSDI income. Over two-thirds (67%) of all residents reported significant barriers to employment, including health or disability (38%), lack of education, training, and search/interview skills (17%), and transportation (13%). Among those that are employed, 30% report difficulties on the job because of poor reading, math or English speaking skills.⁴¹

⁴¹ Appendix II: Needs Assessment, Resident Survey

In contrast, 91% of the Tree Streets labor force is estimated to be employed, many in the dominant industries of the region's economy including Health Care (20%), Retail (15%), Manufacturing (10%), and Education (8%).⁴² The median household income in the Tree Streets (\$20,025) is consequently higher than Maple Knoll – twice as high – but still dramatically lower than the City as a whole (\$40,669) or the County (\$53,285). Low wage occupations also dominate among Tree Streets residents, and many are caught in a cycle of seasonal hiring and layoffs or contracted temporary work rather than career paths providing economic self-sufficiency and full time, year-round employment.

In Maine, significant budget cuts have reduced funding for employment counseling and support services needed for individuals with barriers to employment. Career Center services are shifting to a more self-directed and on-line model through the Maine Job Link. Self-directed job search is challenging for individuals who do not have computer literacy skills or access to a computer. Additionally, there are an unknown number of otherwise able-bodied adults who are not in the labor

⁴² Appendix III: Administrative Data, page 92. Note the CNI project area fully mirrors the Tree Streets target area on these indicators.

"There's a major disconnect between Lisbon Street and the residential area where there's a huge population living within walking distance."

force. The Choice Neighborhood Initiative Study Area is home to African immigrants and refugees as well as life-long Mainers from rural areas who move to Lewiston seeking jobs, services, and housing, all in numbers unknown since the last decennial Census and most on the edge of the economy.

Additional barriers challenge CNI Study Area residents. All community discussions point to poor transportation and the mismatch between job and home locations as a significant barrier to employment. Poor reading, basic English language, and math skills were reported as barriers among both English speaker and non-English speaker residents of Maple Knoll and the Tree Streets, possibly reflecting the long-term effects of lead poisoning on learners from previous generations. And the need for additional child care, including during the non-traditional hours required in local health care and manufacturing industries, is pervasive.⁴³

⁴³ Appendix I: Record of Community Involvement, pages 22 and 47.

Finally, many New Mainers - immigrants, refugees, asylum seekers - are unemployed, underemployed, or employed in informal ways because language, skills, and cultural expectations are misaligned with those of the dominant economy. Growing opportunities for these families, in Maple Knoll and in Tree Streets, is essential to this Plan.

While only eight percent of the responding adults in Maple Knoll report not completing High School, fully 30 percent reported being "in crisis" or "vulnerable" in relation to adult education opportunities available to them. Median incomes are low, and at least one traditional avenue to improvement appears to present barriers to Maple Knoll adults.

There is also a need to support existing businesses located in the neighborhood and to attract or retain critical neighborhood-serving commercial and medical services. Neighborhood businesses need to be networked more so that they can support each other, develop their own initiatives, and participate more actively in community projects.

"There's not much interaction between the Somali restaurants and businesses and the businesses on this end of Lisbon Street. There ARE a lot of bubbles here."

"We need more hubs to connect people with job training and employment opportunities."

What are the recommended strategies and targeted outcomes?

9.1 Connect residents to jobs, and provide supports for job retention

- a. **In partnership with CCI Workforce Development, and other workforce partners, CCI Family Advocates will connect, encourage and support every Maple Knoll head of household to access existing workforce resources**

- Assess work abilities, readiness, and interests
- Provide quick connections to appropriate job or barrier assistance, and;
- Provide ongoing job retention and career building support

Choice Implementation Area: People
Implementation Partners: CCI, Bridges Steering Committee
Timeframe: Short Term

- b. **Through Tree Streets Community Navigators, and in partnership with CCI's Workforce Development, and other workforce partners, organize residents at-large on the workforce opportunity system of Lewiston, and connect them with the proposed workforce and business development center in the repurposed Longley School**

Choice Implementation Area: People
Implementation Partners: CCI, Bridges Steering Committee, Take 2 YouthBuild
Timeframe: Short Term

- c. **Through CCI and other workforce partners, connect residents to career path opportunities such as apprenticeship, on-the job training, and certification programs**

Candidates who are not yet work eligible will be connected to volunteer experiences that can lead to employment. Provide opportunities for asylum seekers to gain experience as volunteers.

Choice Implementation Area: People
Implementation Partners: CCI
Timeframe: Short Term

- d. **Leverage residents' rich agricultural backgrounds for immediate employment and greater community health and wellness**

- Support existing organizations and programs that provide training for New Mainers on adapting their agricultural skills to a much colder climate with many different crops, creating a reservoir of knowledge that can be communicated on to newcomers who arrive in the future.
- Support small-lot agriculture enterprises in and near Lewiston. Given Maine's short growing season, advocate for vertical gardening or greenhouses. This could provide year round locally grown produce to area restaurants.

- Deepen connections to larger regional farms for employment.

Choice Implementation Area: People
Implementation Partners: Regional producers, St. Mary's Nutrition Center, CDI, New Roots Coop, SLRO, Somali Bantu Community Association
Timeframe: Medium Term

- e. **Pop-up neighborhood job fair**

The Lewiston CareerCenter currently hosts job fairs at its location in the Northern part of the city, which is difficult for neighborhood residents to get to. Work with the CareerCenter to host a pop-up job fair at a convenient location in the neighborhood that will allow residents to take advantage of potential opportunities. Before the event, educate residents on what employers or jobs are available, that they should bring multiple copies of their resume, and how they should dress.

Choice Implementation Area: People
Implementation Partners: Adult Education, Local employers, Career Center, WMCA, Chamber
Timeframe: Short Term

9.2 Work to reduce poverty by adopting three strong, national best-practices

These national best practices include: The Bridge to Self-Sufficiency, The Getting Ahead Curriculum, and Family-Centered Coaching.

a. CCI will join the EMPath Learning Network and adopt the EMPath Mobility Mentoring framework and Bridge to Self Sufficiency tools in its work in Lewiston

The Bridge to Self-Sufficiency, based on emerging brain science, is a special tool to chart a path to economic self-sufficiency. The Bridge helps families plan, reach, and sustain their personal goals in five essential areas: family stability, well-being, education and training, financial management, and employment and career management. The Bridge to Self-Sufficiency takes a comprehensive approach, because difficulties in one part of someone's life can create difficulties in another. Fortunately, success in one part of someone's life can also reinforce success in another. Mobility Mentoring will be used by Family Advocates to help Maple Knoll families achieve continued economic mobility.

Choice Implementation Area: People
Implementation Partners: CCI
Timeframe: Short Term

b. CCI's Family Advocates will become facilitators of the Getting Ahead Curriculum among Maple Knoll families to help them to uncover and strengthen their own resources to move to self-sufficiency

The Getting Ahead curriculum involves rigorous work done in a safe learning environment with the support of an experienced facilitator and co-facilitator, ideally graduates of the curriculum themselves. The curriculum:

- › Enables participants, called “mutual investigators rather than traditional “leaders”, to examine their own experience of poverty as well as explore issues in the community that impact poverty - banking, housing, jobs, transportation - providing critical information the community can use to take action to end poverty.
- › Guides mutual investigators through an assessment of their own resources and how to build those resources as part of their move to self-sufficiency.
- › Puts the concepts, tools, and relationships in the hands of people in poverty to make a difference in their own lives and in the life of their community.
- › Is 16 sessions with more than 40 hours of group investigation.

Choice Implementation Area: People
Implementation Partners: CCI
Timeframe: Short Term

c. CCI will train its Family Advocates, Community Navigators, and all of its coaches (workforce development, family development, Parent Partners) in Family-Centered Coaching

Family Centered Coaching set of strategies, tools, and resources that help human service organizations reinvent how they engage with, and help, families that are experiencing poverty. Rooted in an understanding of the institutional forces that prevent families from moving forward, Family-Centered Coaching equips staff with the mindset, tools, and skills to work with families holistically towards financial wellness.

Choice Implementation Area: People
Implementation Partners: CCI
Timeframe: Short Term



9.3 Increase access to and partnerships with commercial and professional service networks

a. Partner with local employers to understand their needs and create tailored workforce development programs

In addition to readying residents to work in different sectors more broadly (Strategy 9.4), create a localized workforce development program that will create a pipeline of neighborhood residents being placed in local jobs, increasing local capital and lifting the transportation burdens faced by many seeking employment elsewhere in the City or County.

*Choice Implementation Area: Neighborhood
Implementation Partners: Adult education, local employers, IRC, Career Center, WMCA, CCI, CMCC, LA Metro Chamber WFD Committee, Bridges Steering Committee
Timeframe: Medium Term*

b. Increase knowledge among local businesses about the new cultures contributing to Maine's growth and support them to attract, train, and keep that new workforce and its diversity.

To improve economic mobility and opportunity for neighborhood residents, as in Strategy 3.3b, implement diversity training with local businesses to improve cultural understanding and create an inclusive environment regardless of native language, country of origin, or race. These trainings should be addressed by a trusted community-based organization, fluent in the values and traditions of different immigrant groups.

*Choice Implementation Area: Neighborhood
Implementation Partners: IRC, MCI, local employers, LA Metro Chamber WFD Committee
Timeframe: Medium Term*

9.4 Develop career skills over time that are in demand in the region's growth industries – Health Care, Manufacturing, and Construction

a. Create rapid connections to low-entry-level-requirement training and experience

- > Lewiston workforce development agencies including Lewiston Adult Education, Economic Development, the One Stop Career Center, WMCA, Goodwill, Community Concepts and higher education are working collaboratively to develop new trainings.

This partnership is developing a medical careers pipeline through a single point of entry (“no wrong door”) for assessment, training, and placement in multiple medical career pathways - Certified Medical Assistant, Certified Nursing Assistant, Contextual ESL for Healthcare, non-clinical roles (billing, coding, etc.), all the way through Nursing. The St. Mary's Medical Assistant Training Program provides three months of classroom and clinical experience at St. Mary's. Successful graduates hired by St. Mary's then complete a one-year apprenticeship in the St. Mary's Health Care system.

- > The Lewiston Construction Skills Training Program provides 160 hours of classroom and on-the-job preparation for entry-level careers in construction trades. Area contractors provide on-site training and have hired 100% of program graduates to-date.

- > The Lewiston Workforce system will expand construction and health care workforce development models to other growth industries by partnering with local employers in those industries to understand their needs and create workforce development programs that produce qualified candidates who can be quickly employed.

Choice Implementation Area: People
Implementation Partners: CCI, St. Mary's, B-Street, CMCC, Adult Ed, WMCA, Career Center, Healthy Andro, Goodwill Take 2
Timeframe: Long Term

b. Guide participants through their initial accumulation of skills and experience

- > Through the Workforce Coach, help residents to set short and long-term career goals and steps to achieve those goals, identify careers and collaborate with the participant to map pathways.
- > Prepare participants for on the job training, internships and job interviews. Assist with resume prep, job search assistance, and navigating on-line applications.

- > Work with the participant to identify barriers to employment and help develop strategies to overcome potential barriers.

Choice Implementation Area: People
Implementation Partners: CCI, St. Mary's, B-Street, CMCC, Adult Ed, WMCA, Career Center, Healthy Andro, Goodwill Take 2
Timeframe: Long Term

c. Mentor them as they begin to build careers

- > Conduct pre-screening with participants, coordinate testing, secure CASAS or other test scores, assess skills and interests of participants for fit with career opportunities and training programs.
- > Work with participants to identify and secure transportation needs are met for internships/permanent job sites.
- > Collaborate closely with Adult Education, Higher Education and other training partners, as well as Career Center and WIOA partners to help candidates succeed in attaining training and employment goals.

Choice Implementation Area: People
Implementation Partners: CCI, St. Mary's, B-Street, CMCC, Adult Ed, WMCA, Career Center, Healthy Andro, Goodwill Take 2
Timeframe: Long Term

9.5 Build businesses to create new job opportunities for residents in response to neighborhood needs

a. Support small-businesses, start-ups and entrepreneurs

Incorporate a small business and startup incubator in the proposed workforce and business development center at the repurposed Longley Elementary School by connecting entrepreneurs with the City's Micro-enterprise loan program, which allows small business owners with fewer than five employees to access funds for working capital, business plan support, technical assistance, and real estate rehabilitation. In order to access these funds, business owners must either create jobs for low to moderate income residents, or be low to moderate income themselves. Partner with anchor employers including Bates and St. Mary's to locally source when possible.

Choice Implementation Area: People
Implementation Partners: City of Lewiston
Timeframe: Medium Term

b. Partner with a private entity to create a General Contracting company with focus on lead abatement, lead-free housing rehab, and small-landlord property management

Ensure that Choice generated expenditures remain in the community to employ neighborhood residents by recruiting graduates from the Lewiston Construction Skills Training Program.

Choice Implementation Area: People
Implementation Partners: CCI, LACH
Timeframe: Medium Term

c. Utilize existing opportunity zone and Community Concepts Financial Corp to attract and access capital for this enterprise

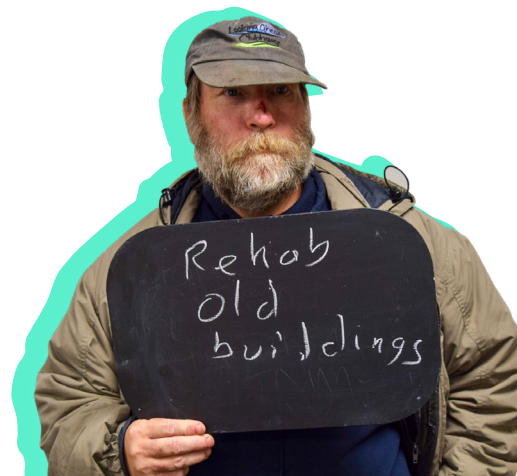
Encourage the development of small businesses, especially within the opportunity zone, to provide these services. Businesses could be a range of co-op, resident owned businesses or private enterprises so long as the commitment to training and employment of residents is preserved.

Choice Implementation Area: People
Implementation Partners: CCI/CCFC
Timeframe: Long Term

d. Collaborate with employers and colleges to create a micro-transit industry to provide affordable, convenient, on-time transportation among work and home locations

For a neighborhood that heavily relies on public transportation to and from work, the lack of frequency and limited hours make holding down a job difficult. Improving alternative transportation options for residents that do not own cars is important for increasing retention. This service can take the form of an employer funded shuttle service, or a jitney service as recommended in Strategy 2.3c.

Choice Implementation Area: People
Implementation Partners: WMTS, CCU LUPH
Timeframe: Medium Term



e. Expand extended-day day care services for parents and guardians who work non-traditional hours

Currently there is a lack in childcare services offering care during non-traditional hours as well as a shortage in childcare services city-wide and the neighborhood. Through programs like New Ventures Maine, the Small Business Development Center, and other partners, residents should be encouraged to start businesses to fill this gap. Financing may be available through Community Concepts Finance Corp and the City of Lewiston micro enterprise loan program to assist with startup costs. Promise EEC is a local leader in early childhood development and an ideal partner to provide guidance in the area of childcare.

These services could be provided via an expanded network of Maine Roads to Quality (MRQ) credentialed home-based day cares. Per Lewiston's Zoning Code, small day cares are permitted as of right in the residential fabric of the Tree Streets Neighborhood, zoned for Downtown Residential (DR), Neighborhood Conservation B (NDB), Institutional Office (IO), and Community Business (CB), which cover

all of the small-scale residential blocks in the neighborhood. The success of new home-based day cares and the healthy, thriving futures of children who may attend depend on these facilities being lead-free.

*Choice Implementation Area: People
Implementation Partners: Promise EEC
Timeframe: Long Term*

f. Provide opportunities for day jobs working on community projects

For community members who are unemployed with barriers to employment or need help getting back on their feet, work to create a low-barrier program that provides employment on a day-to-day basis, while helping to improve the neighborhood. Jobs may include picking up litter, maintaining vacant lots and open spaces.

The City's General Assistance Program currently offers Workfare, a model that could be expanded to other agencies. The Workfare Program provides opportunities for able bodied persons to work in exchange for the assistance that they receive, and to acquire the skills necessary to obtain and maintain permanent employment. CCI Workforce Development will partner with this program to create transitional employment opportunities to help people re-establish a work history.

*Choice Implementation Area: People
Implementation Partners: Goodwill Take 2
Timeframe: Medium Term*

9.6 Grow our economic strength and local business presence

a. Assess the opportunity to provide neighborhood-wide wifi

Communities across the country are working to provide reliable public wifi in urban areas to reduce the digital divide and support economic development. The City should continue to further its smart city initiative, working with internet service providers and mobile carriers, to leverage existing networks and provide wifi to all residents in the Tree Streets. Wifi can be deployed with, or in, LED streetlights to enable low cost deployments over large areas (Strategy 2.3a).

Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston
Timeframe: Long Term

b. Work with existing neighborhood businesses to maintain and grow their presence

- › Storefront improvements
There is interest from businesses as well as homeowners in matching programs to improve exteriors. For homeowners, this could be a landscaping program, for businesses a facade improvement, or outdoor amenities like picnic tables. Problematic properties in the neighborhood not slated for redevelopment should be targeted. Hold Storefront Improvement Grant workshops and information sessions for property owners. Create plaques or window signs for buildings whose façade improvements have been achieved utilizing a Façade Grant to increase awareness of the availability of funds to other property owners.

Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston, Local Businesses, HNPC
Timeframe: Medium Term



Local business that would benefit from a facade improvement program

c. Support the continued redevelopment of Lisbon Street as a mixed-use meeting place

- › Breakdown barriers to supporting local ethnic businesses with global food tours. Organize these tours to showcase the diversity of offerings along Lisbon Street. Examples of how these are structured can be seen across the country, some offering a progressive meal, providing a new course at a different restaurant, while others are more casual tasting tours guided by knowledgeable locals who are familiar with the various eateries and customs.
- › Encourage the use of vacant storefronts as temporary pop-ups for neighborhood startups. Work with property owners to offer low-cost rent to activate their storefronts while the property is looking for a longer-term tenant.
- › Market Lisbon Street as a culinary destination offering authentic cuisines from around the world. Offer a visitor guide to local foods with descriptions (and translations) of some of the local specialties.
- › Food businesses offer a wide range of employment opportunity and small business development which is critically important in a neighborhood with a high unemployment rate. Coupled with expanded English as a Second Language

(ESL) programs, a new global cuisines kitchen incubator should be created to provide a pathway for local residents to start new food businesses and further promote the Lisbon Street as a hub for global foods.

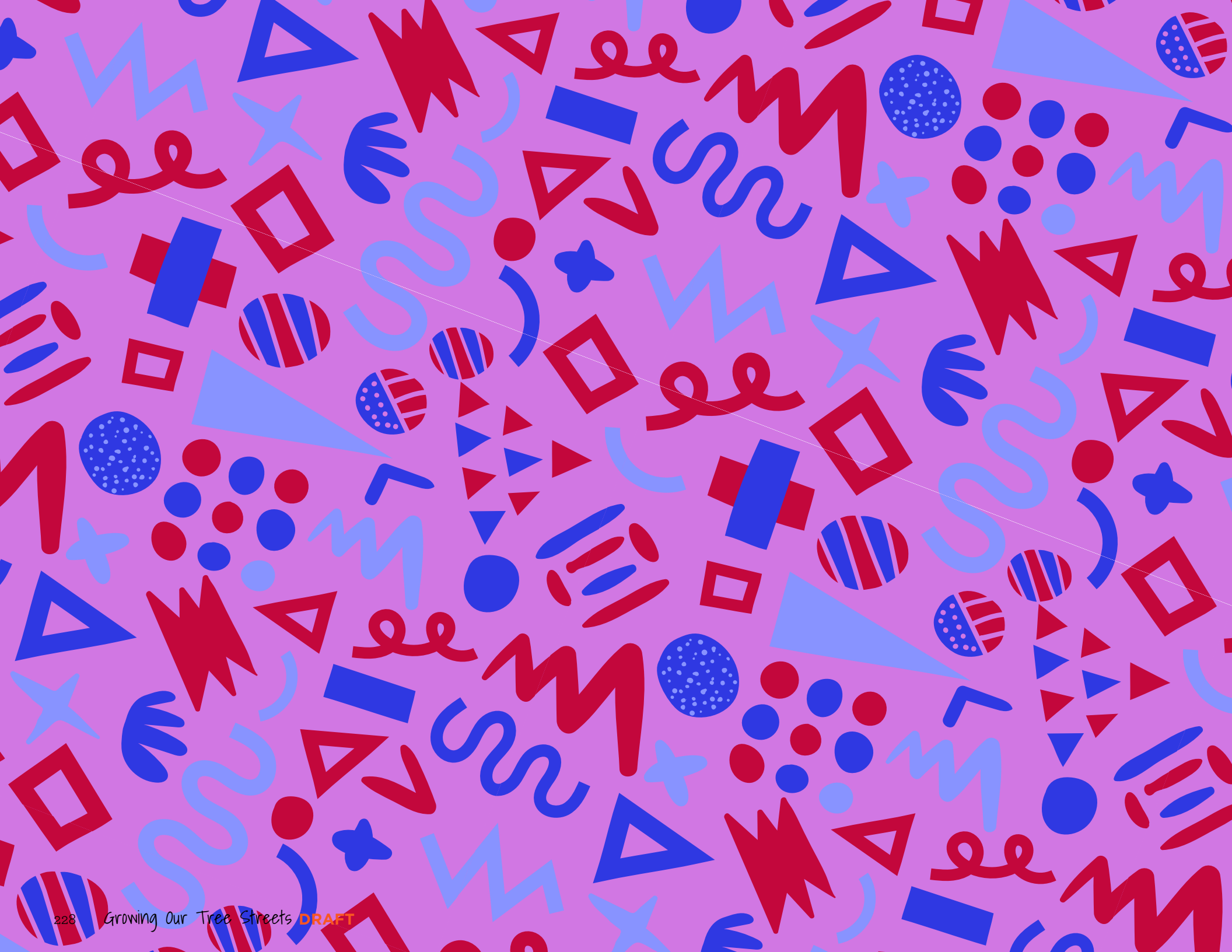
- › Continue to support redevelopment of residential units on upper floors of buildings.

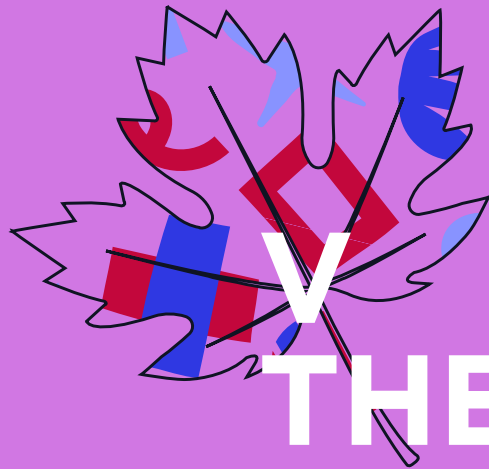
*Choice Implementation Area: Neighborhood
Implementation Partners: Lisbon Street Businesses,
Downtown Lewiston Association, City, HNPC
Timeframe: Medium Term*

d. Advocate for the reuse of vacant mills as job centers

Historically, the neighborhood relied on the local mills for employment. While reinvestment of the mills has grown considerably over the last 10 years, almost one million square feet of mill space still remains vacant today. As the mills get redeveloped, it is important to consider their future uses as an opportunity to provide employment to neighborhood residents in walking distance once again. Assess the opportunity for how the mills can support different types of industries.

*Choice Implementation Area: Neighborhood
Implementation Partners: City of Lewiston, LA Metro
Chamber of Commerce
Timeframe: Short Term*





THE IMPLEMENTATION PLAN

IMPLEMENTATION APPROACH

The plan for Growing Our Tree Streets will be realized over 25 years and will rely on a broad network of collaborative partners, multiple funding sources, and the sustained involvement and oversight of Maple Knoll residents and Tree Streets neighbors. Public-private partnerships strengthened through the planning process are essential to successful implementation of this plan. Likewise, the intentional practice of inclusive and meaningful community participation, which has been a hallmark of this Choice Neighborhood Transformation Plan effort, will remain central as the focus shifts from planning to implementation.

The goals and strategies of Growing Our Tree Streets, organized under nine topic areas, set an ambitious agenda to transform the Tree Streets into a healthy and vibrant neighborhood of choice. Given the long-term planning horizon, shifting market conditions, and the likelihood of anticipated as well as unforeseen opportunities and barriers, the plan includes specific action items for short-, mid-, and long-term strategies as well as metrics against which to measure progress achieved by implementing the plan's strategies or undertaking new initiatives that emerge in support of the spirit and vision of the plan.

GOVERNANCE STRUCTURE

Three lead entities have been identified to drive implementation efforts forward. Each entity's roles and responsibilities will be formalized in a memorandum of understanding following plan approval, as implementation efforts accelerate.

Community Concepts, Inc. (CCI), the lead partner in developing the plan's People strategies, will remain actively involved, serving as the People Lead. With extensive experience supporting families within the community and strong connections to a broad base of other social, health, and educational supports, CCI will provide a backbone of cross-agency coordination and organization. CCI will also grow its staff, retaining the Family Advocate positions dedicated to working with Maple Knoll residents throughout plan implementation and relocation, and adding new Community Navigator and Health Equity Coordinator positions charged with supporting community members across the neighborhood.

Lewiston-Auburn Community Housing, Inc. (LACH) will serve as the Housing Lead, working in close collaboration with **Lewiston Housing Authority (LHA)** as development moves forward. LACH is deeply rooted in the Tree Streets, with neighborhood representation at the Board level. As a HUD-certified Community Housing Development Organization, LACH has local experience in developing affordable housing for low- and moderate-income persons. As a HUD High-Performing Agency, the LHA has housing management experience unmatched in Lewiston. With their combined expertise, LACH and LHA will evaluate proposals from qualified private and/or non-profit developers who will be selected, in consultation with the other Lead entities and the community, to undertake development of the affordable and market rate homes built to replace Maple Knoll. The Housing Leads will work to secure the resources necessary to develop the replacement housing and will coordinate with private investors and developers working on rehab and smaller-scale infill efforts to dramatically improve the housing stock throughout the Tree Streets.

The City of Lewiston, lead applicant for this Choice Planning Grant, will serve as the Neighborhood Lead. The City will assume responsibility for public infrastructure improvements and will allocate CDBG and HOME funding for improvements that complement and reinforce Choice-funded implementation activities. The City will also continue to work closely with the Tree Streets community, with the **Maple Knoll Resident Advisory Group and Healthy Neighborhoods Planning Council** remaining at the table as active partners in implementation, continuing to organize and undertake community-led projects and holding all project leads accountable to the plan's vision and the community's shared values and priorities.

Certainly, the implementation of this Transformation Plan cannot be accomplished alone by single entities. The numerous private, non-profit, and philanthropic partners who helped shape Growing Our Tree Streets also remain invested and committed to playing significant roles in implementation. As strategies were drafted and developed, the City and Healthy Neighborhoods Planning Council worked diligently to align strategies with the appropriate partners within their broad network. Support for the plan exists

among these groups, and roles and responsibilities have been assigned to ensure that the plan's recommendations move forward through ongoing involvement, energy, and resources dedicated by all partners. The Implementation Matrix, which begins on page 236, provides a detailed list of the partners who will work together to implement each strategy.



63,268 POUNDS OF STUFF REMOVED
150 32-GALLON RECYCLING BINS DISTRIBUTED
137 HARD-WORKING VOLUNTEERS
16 GENEROUS SPONSORS
2 DAYS
1 BEAUTIFUL NEIGHBORHOOD

COMMITMENT TO SUSTAINED COMMUNITY INVOLVEMENT

The **Healthy Neighborhood Planning Council (HNPC)**, which served as the governing body for the Growing Our Tree Streets planning effort, will continue to meet monthly, as it did prior to the Choice planning effort. Representatives from the Lead entities will remain in active communication with HNPC, attending meetings and providing updates on progress quarterly, or more frequently if warranted. HNPC will utilize its network to maintain communications, monitor progress, assist in data collection, and keep the full community up to date on implementation progress and opportunities to stay involved as active partners in effecting change.

Choice planning grant and HNPC's subcommittees – the **People Team**, **Neighborhood Development Team**, and **Community Engagement Team** – will redefine and adapt their roles with members of the People Team poised to support CCI in advancing the People strategies, members of the Neighborhood Development Team working with the Housing and Neighborhood Leads to steer progress on those fronts, and members of the Community Engagement Team working to maintain the momentum, excitement, and desire to take part in community change catalyzed by the Early Start activities. The tradition of shared gifting and distributed decision making will continue to inform community-driven projects that advance plan objectives.

CCI's **Family Advocates** will continue to meet with the **Maple Knoll Resident Advisory Group**, particularly as plans to build the replacement homes become more concrete, construction begins, and relocation planning commences in earnest.

RECENT SUCCESS: Trash Amnesty Event

Spear-headed by a member of the Planning Council and Neighborhood Development Team in partnership with the City's Department of Public Works – and made wildly successful by the efforts of 137 volunteers and neighbors – the Trash Amnesty event in May 2019 invited Tree Streets households to undertake some intensive spring cleaning for a healthier, more beautiful Tree Streets Neighborhood. Households living in the Tree Streets were permitted to dispose of items not typically allowed in normal waste streams as well as larger items that required a vehicle to take to the transfer station on the far side of Lewiston.

A week before the event, neighborhood Block Captains distributed event fliers and three construction-grade 42-gallon trash bags to 1,000 households in the Tree Streets Neighborhood. Volunteers transformed the vacant, City-owned double lot at 114-120 Bartlett into a downtown Transfer Station, exactly matching the layout and sorting categories of Lewiston's Solid Waste Facility. Six roaming trash pickup crews circled the 12-block neighborhood throughout the two days, loading trailers with unwanted items and bringing them to the event where other volunteers helped unload and sort. Other residents transported their own items and pitched in to help.

Across the street at the Pop Up Garden (PUG), volunteers signed in, received complementary "Growing Our Tree Streets" beanies and work gloves, and got to work. The rest of the PUG was set up as an education center, featuring trash management and recycling tips and materials provided by AmeriCorps and Casella volunteers. Residents from throughout the neighborhood came to learn and to receive free 32-gallon trash and recycling bins with ziptied lids, labeled with each resident's address. A total of 120 trash bins and 30 recycling bins were distributed to households of all sizes, serving a total of 437 neighbors. Food trucks by Shut Up and Eat It, Isuken, and the Good Food Bus, along with music, mural making, and seedling planting, rounded out the event.

The neighborhood remains safer and cleaner, not because a bunch of outsiders tried to "fix it," but because the residents identified the solutions and worked together to make it happen.

EVALUATION

Bates College faculty will remain active as members of the Healthy Neighborhoods Planning Council and Choice implementation project team, establishing a data tracking and sharing strategy to help all project partners and funders measure progress and implementation impact. During the planning process, Bates researchers worked with the City of Lewiston, CCI, the consultant team, and members of HNPC and the Neighborhood Development Team to identify metrics relevant to each of the plan's goals. Bates faculty also helped establish baselines against which to measure change tied to each metric. The metrics are documented in the Implementation Matrix.

As a first step to implementation, Bates College will work with HNPC, Lead entities, and community members to establish performance measures for each strategy and a data sharing agreement to ensure that as the work is implemented, the community and partners can monitor progress toward each goal and track long-term change, as well as identify early on when strategies may not be working and need to be revised.

The Lead entities will produce an annual report for HNPC and the community at large each year while Choice implementation activities are underway. Using systems, tools, and a timeline established by Bates researchers, data will be tracked by responsible partners, entered, and evaluated quarterly such that the implementation approach may be adjusted over time as necessary.

- › **People** – CCI will work with other partners to track the progress of each Maple Knoll household and to produce aggregate results for the annual report. Metrics that measure change among neighborhood residents and households throughout the community will also be tracked over time.
- › **Housing** – LACH will report on the unit types, sizes, and price points of new homes developed for rent and for sale, the developer and property manager will track households living in the new homes in partnership with LHA, which will continue to maintain information on HUD-assisted housing units and tenants living in these homes.
- › **Neighborhood** – The City will maintain updated administrative data tables with most current American Community Survey and Census data, plus supplemental data derived from future community surveys, data collection, and analysis undertaken by project partners.

LAND USE APPROVALS AND SITE CONTROL

The Choice Leadership Team has been actively working to establish site control for Replacement Sites 1 and 2 as well as the Maple Knoll Apartments site. At the time of this publication, LACH has established site control for Replacement Site 1, where the Apartments at Kennedy Park will be built. The City and LACH have an option on most of the 17 contiguous parcels that comprise Replacement Site 2, where the family-oriented neighborhood infill homes will be built; LACH has a right of first refusal for two parcels that would complete the assemblage, and thus site control for Replacement Site 2 has also been established.

The consultant team worked with City staff to align the housing designs for the replacement homes with the zoning code and prior plans and studies. Proposed land use and parking provisions will meet code requirements once contiguous parcels are consolidated,⁴⁴ and the structures are designed to be built as of right, once the consolidated site is re-subdivided. Additional consideration was given to building scale, massing, and materials, which complement the adjacent fabric of Downtown and the Tree Streets Neighborhood.

It is critical to move quickly to complete acquisitions and site plan approvals for a phased implementation and construction process, as the plan calls for the replacement housing to be built prior to relocating the residents of the Maple Knoll Apartments and then demolishing and redeveloping the Maple Knoll site for homeownership.

⁴⁴ The City of Lewiston defines contiguous as adjacent parcels of single ownership on a single block. This may not include parcels of the same ownership that are on the opposite side of the street.

DEVELOPMENT FINANCING

Growing Our Tree Streets will require a range of funding sources to create the conditions necessary to redevelop Maple Knoll, attract private investment, and produce the types of housing at the density supported by the community with an even mix of affordable and market rate units. Potential sources include:

- › **Tax Credit Equity – Low Income Housing Tax Credits (LIHTC)** are expected to be a primary source of funding for all multifamily residential development phases. Both 9% and 4% LIHTC credits will be needed to finance the planned replacement housing. Securing the 9% credits will require active pursuit of these competitive resources with the Maine State Housing Authority, while the 4% credits are more readily available. Planning for a mix will enable the development of replacement units to proceed more quickly, even concurrently. Rehabilitation of the historic Wedgewood House will utilize both State and Federal **Historic Preservation Tax Credits**.
- › **Choice Neighborhood Implementation Funds** – The Choice Neighborhood Program can provide up to \$30 million in implementation funds to replace distressed public and assisted housing like Maple Knoll, to invest in the neighborhoods surrounding them, like Tree Streets, and to support the health, education, and economic success of families that live in both.
- › **Community Development Block Grant (CDBG) and HOME Funding** – The City will utilize CDBG and HOME funding to advance the plan. CDBG funds must benefit low- and moderate-income persons, prevent or eliminate blight, or address community needs for which other funding is not available. HOME funds can be dedicated to provide home purchase or rehabilitation financing assistance to eligible homeowners and new homebuyers, build or rehabilitate housing for rent or ownership, or undertake site acquisition, improvement, or demolition to prepare sites for HOME-assisted development, among other uses.
- › **Federal Home Loan Bank (FLB) Affordable Housing Program (AHP)** – LACH and the developer entity will have the opportunity to apply to a regional Federal Home Loan Bank via a member financial institution for funding to support affordable housing development. Though FHLBs typically focus on the region that they cover (the Federal Home Loan Bank of Boston covers the New England region), they may provide AHP funding for projects outside their jurisdiction for applications submitted by a member institution, as the amount to funding available varies by FHLB.
- › **Local Financing Options** – The Community Concepts Finance Corporation (CCFC) and the Genesis Community Loan Fund may prove to be additional sources of capital for homeownership and rent-to-own housing developments.
- › **Private Equity and Conventional Debt** – As a mixed income development approach with market rate and workforce housing, the replacement housing projects will be able to support private investment through conventional mortgages. The newly enacted Federal Opportunity Zone Tax Incentives present an additional mechanism for attracting private investment at Replacement Site 2.
- › **Foundation Support and Grant Funding** – Leading up to and throughout the planning process, the John T. Gorman Foundation has been an integral partner, supporting the Choice Neighborhood transformation effort and helping to set the stage for implementation. The John T. Gorman Foundation led the capitalization of the acquisition fund used to control Replacement Sites 1 and 2, and will continue to invest in Lewiston to achieve the strong health, education, and community outcomes in the Tree Streets for which this Transformation Plan advocates. The Healthy Neighborhoods Planning Council and project partners throughout the community have also demonstrated success in accessing grant funding. With this plan as an organizing document with broad buy-in, Lead entities and other project partners will align future grant-funded projects with implementation activities tied to Growing Our Tree Streets to the maximum extent possible.
- › **Public Housing Funding** – LACH will work with LHA to secure Section 8 Project-Based Vouchers to support some of the family rental units built at Replacement Site 2. When the homeownership components of the plan move forward, LACH and the developer entity will work with LHA to link Section 8 Housing Choice Vouchers Homeownership Program Participants with the new for sale or rent-to-own units.

IMPLEMENTATION PROCESS AND SCHEDULE

The Implementation Matrix included on the following pages summarizes the Plan, with information about timeframe, potential partners, and metrics for measuring success tied to each topic, goal, and strategy. The planning horizon extends over the next 25 years, with particular emphasis on the first five years of transformational change catalyzed by Choice Implementation funding.

In fact, early actions are well underway. While the planning process was still unfolding, community partners:

- › Hosted monthly, free, Community Dinners to bring people together and build social cohesion
- › Commissioned and installed a public art project to beautify a series of vacant lots on Blake Street
- › Created and programmed the Pop Up Garden, or PUG
- › Hosted the Trash Amnesty Event to kick-start neighborhood cleanup efforts
- › Approved the third round of shared-gifting grantees, fueling community-led projects that can now be informed and inspired by Growing Our Tree Streets' findings and strategies
- › Established site control of the Maple Knoll replacement sites
- › Launched a Smart City planning initiative to evaluate opportunities to improve web infrastructure among other infrastructure and system upgrades; and
- › Initiated an effort to update the City's urban design regulations
- › ... all while remaining intensely involved in the Choice Neighborhood Planning process.

With Lewiston's Choice Planning Grant award, project partners also received an Action Grant of \$1.1 million, which the City and CCI, together with the Healthy Neighborhoods Planning Council as the governing body, can direct to Action Activities that enable the continuation of momentum and energy built through the planning process. These resources will allow the process to move forward with tangible, visible neighborhood improvements in the coming year. The projects must be capital projects that substantially advance the Transformation Plan and respond to neighborhood needs.

Pop Up Garden (PUG)



Heart & Soil Garden



Blake Street Art Project

The Neighborhood Development Team will work with the City and community members to create a detailed Action Activity plan and budget. Initial thinking about community priorities for the Action Activities as documented during the public forums for Growing Our Tree Streets are listed below along with potential projects that meet the funding criteria established by HUD for expending the Action Grant dollars.

Make Lewiston lead free by 2043 – a top priority among neighbors and community members

- > Test and remediate of vacant lots and playgrounds
- > Gain control of contaminated vacant land/structures

Beautify the neighborhood and increase pride and stewardship to build upon recent community successes with creative cleaning, greening, and beautification efforts

- > Bring color to the neighborhood through public art, custom flower boxes, new curtains, etc.
- > Vacant lot reuse and management
- > Facade improvements
- > Neighborhood gateways improvements, particularly at the intersection of Birch and Bartlett Intersections

Make it easier to get around without a car

- > Improve walkability
- > Expand the bike network, install a community bike pump, etc.

Improve parks and play spaces

- > Improve Kennedy Park - entrances/crosswalks, winter lighting, wifi, central fountain
- > Improve to Paradis Park - buy the property fronting Bartlett Street to make a new entrance, redo Pierce Street as a woonerf, add a slide, etc.
- > Improve to Drouin Field - entrances, trees, provide a soccer dome in winter

Create opportunities for local ownership

- > Land banking vacant property for beautification and future infill efforts that are not part of the Choice-funded housing development

Other plan recommendations that could be funded through this process include:

- > Reuse of the Longley School as a Community Institute – support Lewiston’s Public School’s effort to retrofit the structure to include additional educational opportunities that are responsive to community needs, including a childcare facility, makerspace, and tool library
- > Increase the tree canopy
- > Add 50 garden beds to the neighborhood - expand the Knox Street Garden following the recent demolition of a nearby property
- > Improve pedestrian scale lighting
- > Advance the Porch Light Program
- > Retrofit an existing business as a wholesome food vendor

While a community-lead process specifically tailored to the Action Activities unfolds, the Lead entities will move forward to align the financing necessary to advance the catalytic Housing developments and comprehensive People and Neighborhood strategies proposed in the Transformation Plan.

IMPLEMENTATION MATRIX

Goal 1: GROW A HEALTHY FUTURE THROUGH A HOLISTIC LEAD-FREE LEWISTON EFFORT ROOTED IN THE TREE STREETS		
Goal Metrics: <ul style="list-style-type: none"> › Reduced Elevated Blood Levels › Increased rate of children screened for lead › Number of lead-free units built › Number of units made lead free(complete removal of lead sources) › Number of units registered with Rental Registration Program that are lead-safe and lead-free 		
Goals	Strategies	Actions
1.1	Engage Community Navigators to increase education and screening to foster bright futures for children and families with children	
	a	Organize all caregivers (moms, dads, grandparents, extended family) in the community, share information about the clear and present dangers of lead, and connect them to the lead prevention resources available through Healthy Androscoggin
	b	Refer all children under five for screening for lead exposure through their primary care provider or the B Street Health Center
	c	Expand proactive nutrition, health, and wellness strategies to combat lead exposure through Healthy Androscoggin and St. Mary's Nutrition Center.
	d	Organize door-to-door education campaign for ALL residents; organizing neighbors to share cleaning of porches, hallways, common areas when weak landlords fail to do so.
1.2	Remove lead from the Tree Streets neighborhood and eliminate incidents of childhood lead poisoning	
	a	Transform the housing stock to ensure that all homes are Lead-Free by 2043
	b	Advocate with Healthy Androscoggin for the testing and remediation of formal and informal outdoor play spaces
1.3	Develop resources, policies, and guidance for creating safe, healthy housing within existing properties	
	a	Advocate for mandatory lead testing on pre-1978 buildings when ownership changes
	b	Improve lead-safe to LEAD-FREE in housing rehab whenever possible by supplementing HUD Lead Grant funds with other sources
	c	Enforce the proper disposal of contaminated construction debris and the containment of particles during demolition for both public and privately-funded building demolitions
	d	Provide education to first time landlords
	e	Continue to advocate for a rental registry program that documents property condition and rewards good property stewardship
	f	Continue to build and maintain the Property Health Report to measure change
	g	Close the gap on gut rehab for lead abatement
	h	Work to create more energy- efficient structures and upgrade building performance

Choice Implementation Area	Implementation Partners	Timeframe Short (0-2 years) Med (2-5 years) Long Term (5-25 years)
People	LA Lead Program, B Street Health Center, CMMC, St. Mary's Regional Medical Center, Lewiston Public Schools, Lewiston United for Peace & Hope, MCI, Healthy Androscoggin, Bates College (development of curriculum and educational materials)	High Priority Early Action Short Term
Housing	City of Lewiston, LACH, CCI, Healthy Homeworks, local developers, Take 2 YouthBuild (skilled workforce)	High Priority Long Term
Neighborhood	Healthy Androscoggin, LUPH	Short Term
Housing	HNPC, Healthy Androscoggin, LA Public Health Committee	Short Term
Housing	City of Lewiston	Short Term
Housing	City of Lewiston	Short Term
Neighborhood	Healthy Androscoggin, LUPH	Medium Term
Neighborhood	LACH, Raise Op, HNPC, LUPH	Short Term
Neighborhood	Healthy Homeworks	Short Term
Housing	City of Lewiston, LACH	Medium Term
Housing	Efficiency Maine, City of Lewiston	Medium Term

Goal 2: GROW A NEW NARRATIVE FOR THE TREE STREETS AS A SAFE AND BEAUTIFUL NEIGHBORHOOD

Goal Metrics:

- › Increased percent of residents who perceive the neighborhood as safe and/or beautiful, as identified in a random sample survey of residents.
- › Number of public stories, articles, and narratives that reflect Tree Streets as Safe and/or beautiful.

Goals	Strategies	Actions
2.1	Increase safety and perception of safety	
	a	Redevelop to put more eyes on Kennedy Park
	b	Support and expand the Police Department's current efforts to build relationships with residents
	c	Work with LPD to target known properties with illicit activity and violent crime issues
	d	Improve lighting in the neighborhood
	e	Establish a safe walk home program
2.2	Beautify the neighborhood and increase pride and stewardship	
	a	Clean up the neighborhood
	b	Bring color to the neighborhood
	c	Activate and maintain vacant lots to benefit the neighborhood
	d	Improve neighborhood gateways
2.3	Make the Tree Streets safe for walking, biking, and riding the bus	
	a	Improve the walking experience
	b	Target street improvements on problematic streets
	c	Make it easier to get around without a car
	d	Improve key connections to, from, and within the neighborhood to other City assets
2.4	Change the narrative of the neighborhood	
	a	Offer Meet the Tree Streets Neighborhood tours and events

Choice Implementation Area	Implementation Partners	Timeframe Short (0-2 years) Med (2-5 years) Long Term (5-25 years)
Neighborhood	LACH	Long Term
Neighborhood	HNPC, City of Lewiston PD, Lewiston United for Peace + Hope, Root Cellar	High Priority Early Action Short Term
Neighborhood	Lewiston PD	Short Term
Neighborhood	City of Lewiston, HNPC, Homeowners, Developers	Early Action Short Term
Neighborhood	HNPC, City of Lewiston PD, IRCM	Short Term
Neighborhood	HNPC, the Root Cellar, Take 2 YouthBuild, LUPH, Healthy Homeworks	High Priority Early Action Short Term
Neighborhood	HNPC, Raise Op, Tree Street Youth, the Root Cellar, L/A Arts, LUPH, United Visual Artists of Lewiston Auburn, St. Mary's Nutrition Center	Early Action Short Term
Neighborhood	City of Lewiston, HN NDT, Take 2 YouthBuild	Medium Term
Neighborhood	City of Lewiston, LACH, the Root Cellar, Take 2 YouthBuild	Medium Term
Neighborhood	City of Lewiston	Short Term
Neighborhood	City of Lewiston, Take 2 YouthBuild	Medium Term
Neighborhood	City of Lewiston, Complete Streets Committee, Bates, Take 2 YouthBuild, LUPH	High Priority
Neighborhood	City of Lewiston, Bates, LUPH	Short Term
Neighborhood	IRC, HNPC, YWCA, Bates College, CCU, Root Cellar, Take 2 YouthBuild, LUPH, Promise EEC	Short Term

Goal 3: GROW THE INCLUSIVENESS OF OUR COMMUNITY BY INCREASING TRUST AND RELATIONSHIPS ACROSS CULTURES

Goal Metrics:

- › The extent to which our community's civic structures' staff and participants represent the breadth of our community's composition- across cultures and demographics.
- › The percent of residents who self-declare available and trusted relationships, as identified in a random sample survey of residents.
- › Percent of residents who feel included in their neighborhood and daily lives, as identified in a random sample survey of residents.

Goals	Strategies	Actions
3.1	Build community traditions with regularly scheduled events that nurture community, social connections, and social supports	
	a	Build International Day and Lewiston-Auburn World Refugee Day
	b	Bring programming to both Kennedy Park and across the neighborhood
3.2	Find common ground through shared stories	
	a	Story telling by community members, like "Humans of New York"
	b	Develop a Cultural Exchange Ambassadors Program
3.3	Work to better understand and celebrate our multi-culturalism	
	a	Conduct a community census
	b	Increase civility and compassion through trainings for City workers, police officers, employers, landlords, and residents
	c	Ensure that physical improvements are culturally sensitive and linguistically accessible
	d	Incorporate multi-lingual historical markers and signage
3.4	Ensure that all voices are heard and all voices have power	
	a	Help immigrants achieve citizenship and thus a better-represented public during voting periods
	b	Ensure access to legal representation and remove language barriers

Choice Implementation Area	Implementation Partners	Timeframe Short (0-2 years) Med (2-5 years) Long Term (5-25 years)
People	City of Lewiston, IRC, HNPC, YWCA, CCI, Promise EEC	Short Term
Neighborhood	HNPC, City of Lewiston, CCI, Sophia's House, the Root Cellar, Take 2 YouthBuild, LUPH, Promise EEC	Medium Term
People	HNPC, Center for Wisdom's Women, Trinity Jubilee Center, Root Cellar, LUPH	Short Term
People	IRC, YWCA, Root Cellar	Short Term
People	CCI, Neighborworks, Bates Researchers	Early Action Short Term
People	City of Lewiston, IRC, HNPC, YWCA, CCI, Healthy Androscoggin, Bridges Steering Committee, Root Cellar, LPS, LUPH, Healthy Homeworks	Short Term
Neighborhood	Developers, City of Lewiston, LACH	Short Term
Neighborhood	Museum LA, City of Lewiston, Root Cellar	Short Term
People	IRC, HNPC, the Root Cellar, LUPH	Short Term
People	Pine Tree Legal, IRC, Bates College	Short Term

Goal 4: GROW AN INVENTORY OF HEALTHY HOUSING AND OFFER HOUSING CHOICES FOR ALL

Goal Metrics:

- › Percent of housing inventory receiving a grade of Good or Better through the Property Health Report.
- › Number of housing types.
- › Number of beds available within each type of housing.

Goals	Strategies	Actions
4.1	Redevelop sites in the Choice Neighborhood with different types of homes and selective density	
	a	Redevelop the northern edge of Kennedy Park with a mixed- use mixed- income multi-family apartment building
	b	Extend the market momentum up Pine and into the heart of the Tree Streets
	c	Adopt a Relocation Plan that eases the transition for Maple Knoll residents by building first and relocating only once
	d	Demolish and redevelop the Maple Knoll site to create new homeownership opportunities
4.2	Encourage strategic infill of new homes with building designs that are responsive to the neighborhood	
	a	Adopt a pattern book with a selection of community-informed, resource efficient housing typologies
	b	Attract and nurture investment from small developers willing to undertake rehabilitation projects and then transition ownership to the residents
	c	Update the zoning code to reflect neighborhood values
4.3	Develop supportive housing for people experiencing homelessness and other hard to house persons and families	
	a	Adopt a Housing First Model
	b	Establish low barrier transitional housing options where permanent housing cannot be secured
	c	Provide additional permanent housing with on-site wrap-around supports for residents living with disabilities and/or in recovery
	d	Improve the current safety net with no-barrier shelter resources and services until Housing First takes hold and permanent homes are produced

Choice Implementation Area	Implementation Partners	Timeframe Short (0-2 years) Med (2-5 years) Long Term (5-25 years)
Housing	LACH, LHA	High Priority Medium Term
Housing	LACH, LHA, CCI	Long Term
Housing	City of Lewiston, LACH, Raise Op, Healthy Androscoggin	Short Term
Housing	City of Lewiston, Take 2 YouthBuild, Healthy Homeworks	Medium Term
Neighborhood	City of Lewiston, HN Policy Team	Medium Term
Housing	LACH, Raise Op, Trinity Jubilee Center, Center for Wisdom's Women, Tedford, New Beginnings, Preble St, LAASH	Short Term
Housing	<i>Sophia's House- The Center for Wisdom's Women; LAASH & the Region 2 Homeless Council</i>	Long Term
Housing	LACH, LHA, Tri-County Mental Health	Long Term
Housing		Long Term

Goal 5: GROW COMMITMENT TO AND INFLUENCE IN THE NEIGHBORHOOD FROM LOCAL OWNERS, LONG-TERM INVESTORS, AND RESIDENTS

Goal Metrics:

- › Percentage of residents and long-term investors who self declare a commitment to the neighborhood, as identified in a random sample survey of residents.
- › Percentage of long-term investors who self declare a commitment to providing healthy and safe housing, as indicated by the Rental Registry. .
- › Percentage of residents and long-term investors who self declare a feeling of having influence in and power over change in the neighborhood., as identified in a random sample survey of residents.
- › Number of residents and long-term investors participating in and having influence over neighborhood policy, development, and programming.

Goals	Strategies	Actions
5.1	Increase the number of long-term homeowners and community-controlled homes in the Tree Streets	
	a	To start, work to increase financial literacy among residents
	b	Connect potential homebuyers with first time home buyer assistance programs and create a community in-a-pinch fund
	c	Develop Shariah-compliant financing with credit unions and through rent-to-own agreements
	d	Support the expansion and creation of more housing cooperatives
	e	Work with local employers and institutions to develop incentives for interested homebuyers who purchase within the Tree Streets
5.2	Strengthen tenants' voices	
	a	Re-establish a tenant's union to promote tenant education, rights, and communication with property owners and code
	b	Mediate known and recurring landlord-tenant challenges
5.3	Build neighborhood leadership organization and increase community control	
	a	Institute a neighborhood governance structure, led by residents
	b	Create a network of Block Captains
	c	Establish community participation, via L-A Community Housing (LACH), in the owner-entity for Choice replacement housing
	d	Promote the development and stewardship of neighborhood property through a community-based development organization (CBDO), or similar entity
	e	Support development proposals and future land uses compatible with the community vision

Choice Implementation Area	Implementation Partners	Timeframe Short (0-2 years) Med (2-5 years) Long Term (5-25 years)
Housing, People	Lewiston Adult Ed, CCI/CCFC, CCU, Bridges Steering Committee, <i>New Ventures</i>	Medium Term
Housing	CCI/CCFC, LACH, Raise-Op, MCI, Healthy Androscoggin	Medium Term
Housing, People	LACH, Local credit unions, MCI, Bates College	Medium Term
Housing	Raise OP, CDI, LACH	Long Term
Neighborhood, Housing	St. Mary's Regional Medical Center, Bates College	Medium Term
Housing	<i>Pine Tree Legal, LACH, LUPH</i>	Short Term
Housing	LUPH	Medium Term
Neighborhood	HNPC, Immigrants Communities, Root Cellar, Take 2 YouthBuild, LUPH, Promise EEC	Short Term
Neighborhood	HNPC, Immigrants Communities, Root Cellar, Take 2 YouthBuild, Raise Op, LUPH, Promise EEC	Early Action Short Term
Housing	LACH	Short Term
Neighborhood	LACH, Bates College	Medium Term
Neighborhood	HNPC, City of Lewiston	Medium Term

Goal 6: GROW AN ENVIRONMENT THAT SUPPORTS HEALTH AND WELLNESS AMONG COMMUNITY MEMBERS

Goal Metrics:

- › Number of Tree Street Residents who are food secure
- › Number of Tree Street Residents who have a medical home and receive regular (annual) health care
- › Number of Tree Street Residents (# of children) who are obese

Goals	Strategies	Actions
6.1	Increase access to and utilization of health services	
	a	Engage Family Advocates to enroll 100% of Maple Knoll residents in MaineCare or Federal Medicare
	b	Engage Community Navigators to organize Tree Streets residents on the health and wellness options available to them now and how to access them
	c	Employ a new Health Equity Coordinator (HEC) at B Street Health Center, one site of Community Clinical Services, focused on patients burdened by unsafe housing
	d	Strengthen connections to comprehensive medical care services, including psychiatric, mental health, and substance use specialty care
	e	Monitor health access and outcomes of Maple Knoll Residents
6.2	Identify a location in Tree Streets for the Community Clinical Services to consolidate its services into single, accessible location	
	a	Consider co-location strategies that leverage planned development efforts
	b	Consider opportunities for shared parking to utilize existing resources
6.3	Address identified gaps in the health system and network of community resources	
	a	Provide access to warm, welcoming spaces during the day and in all seasons for those experiencing homelessness
		Expand hours for library and other sites where homeless population spends time
		Centralize resources in a warming or day center
	b	Resources for addressing addiction and sex trafficking
6.4	Expand access to quality nutritious food	
	a	Support and engage with the Lewiston Farmers' Market, including securing a permanent location in close proximity to the Tree Streets
	b	Work with corner stores to provide quality, healthy fresh food options
	c	Through St. Mary's Nutrition Center and the Root Cellar, develop a wholesome food vendor with a permanent store inside the project area
	d	Create more places to grow food throughout the neighborhood
	e	Expand nutrition education for diverse populations
	f	CCI Family Advocates should explicitly link these strategies to health and wellness education among Maple Knoll residents

Choice Implementation Area	Implementation Partners	Timeframe Short (0-2 years) Med (2-5 years) Long Term (5-25 years)
People	CCI, CCS, St. Mary's Regional Medical Center	Short Term
People	St. Mary's Regional Medical Center, CCI, CCS, Healthy Androscoggin	
People	CCS	Short Term
People	CCI, CCS	Medium Term
People	CCI	Long Term
Neighborhood	City of Lewiston, LACH, B Street Health Center, St. Mary's	Medium Term
People, Neighborhood	City of Lewiston, St. Mary's , Library	Short Term
People, Neighborhood	Trinity Jubilee, St. Mary's	Long Term
People	Tri County Mental Health; CCI, CSS	Medium Term
Neighborhood	St. Mary's Nutrition Center	Medium Term
Neighborhood	St. Mary's Nutrition Center could build on Good Food Bus pilot partnership with Webbs, Healthy Androscoggin	Medium Term
Neighborhood	St. Mary's Nutrition Center, Root Cellar (support & thought partner)	Long Term
Neighborhood	City of Lewiston, St. Mary's Nutrition Center	Medium Term
People	St. Mary's Nutrition Center, Healthy Androscoggin (thought partner and implementer), Lewiston Public Schools	Short Term
People	CCI	Short Term

Goals	Strategies	Actions
6.5	Encourage increased physical activity	
	a	Boost participation in St. Mary's Commit to Get Fit Challenge
	b	Host a local "World Cup" tournament
	c	Offer exercise programming for all seasons, all ages, all genders
		Offer exercise programming in Kennedy Park
		Include exercise equipment or stations when public park improvements are made
		Program public games and activities, particularly during winter, at the proposed Community Institute in the gym of the former Longley Elementary School
6.6	Create a healthy neighborhood environment	
	a	Commit to smart growth and a green city
		Reduce waste in the neighborhood
	b	Increase the tree canopy by 250 trees in the next five years
	c	Advocate that the City to create a policy that bans smoking in public parks

Choice Implementation Area	Implementation Partners	Timeframe Short (0-2 years) Med (2-5 years) Long Term (5-25 years)
People	St. Mary's, Community Clinical Services	Short Term
Neighborhood	Soccer Clubs; <i>Lewiston Rec</i> , MCI, Somali Bantu Community Association	Medium Term
Neighborhood	Lewiston Public Schools; Lewiston Rec, Center for Wisdom's Women (QiGong in Kennedy park), Take 2 YouthBuild, Healthy Androscoggin (Physical activity through Let's Go)	Long Term
Neighborhood	City of Lewiston, LUPH	Medium Term
Neighborhood	City of Lewiston, HNPC, Lewiston/Auburn Community Forestry Board, LUPH	Short Term
Neighborhood	Healthy Androscoggin	Short Term

Goal 7: GROW OUR TREE STREETS INTO A FUN, SAFE & NURTURING ENVIRONMENT FOR OUR YOUTH

Goal Metrics:

- › Number of Tree Street Youth who self-declare the Tree Street Neighborhood has fun, Safe, and/or nurturing.
- › Number of youth that leave high school with aspirational plans in place (work, apprenticeship or college)

Goals	Strategies	Actions
7.1	Incorporate opportunities for play throughout the neighborhood	
	a	Transform outdoor amenities for use in winter months
	b	Provide an indoor recreation center that is open and flexible - not program specific
	c	Create more opportunities for "unstructured" play
		Ball check out library
		Include opportunities for natural play
7.2	Improve gathering and public spaces so they are high quality and strengthen community ties	
	a	Revisit the 2006 Kennedy Park master plan
	b	Continue to improve Paradis Park
	c	Grow Drouin Field into a true community asset in all seasons
7.3	Support community-based programming that provides education, mentorship, and enrichment for neighborhood youth	
	a	Tree Street Youth
	b	The Root Cellar
	c	Maine Immigrant & Refugee Services (MEIRS)
	d	St. Mary's Nutrition Center
7.4	Ensure that youth are ready for work and engaged as active members of the community	
	a	Support Tree Street Youth Community Connections
	b	Expand after-school and summer programs with an employment (and employment coaching) component to build accountability
	c	Take 2 YouthBuild
7.5	Provide wrap around services for youth and families	
	a	Address risk factors identified on the behavioral youth survey through mentorship and youth engagement strategies
	b	Double (or more) their summer experience programming
	c	Embed wraparound support within the school (not tied to restricted eligibility or funding)
	d	Fill the gap for kids not qualifying for special ed services but not having success in regular programming

Choice Implementation Area	Implementation Partners	Timeframe Short (0-2 years) Med (2-5 years) Long Term (5-25 years)
Neighborhood	City of Lewiston, Friends of Kennedy Park Group, Healthy Androscoggin	Medium Term
Neighborhood	City of Lewiston, School Committee	Long Term
Neighborhood	Root Cellar, City of Lewiston	Short Term
Neighborhood	LACH, Local developers, City of Lewiston	Medium Term
Neighborhood	City of Lewiston, HNPC, Friends of Kennedy Park Group	Medium Term
Neighborhood	City of Lewiston, Root Cellar	Medium Term
Neighborhood	City of Lewiston, Lewiston/Auburn Community Forestry Board, LUPH	Medium Term
People	Tree Street Youth	Short Term
People	Root Cellar	Short Term
People	MEIRS	Short Term
People	St. Mary's Nutrition Center	Short Term
People	Tree Street Youth	Short Term
People	Tree Street Youth, Root Cellar, the African Youth Alliance, St. Mary's Nutrition Center, Lewiston Recreation, Androscoggin Colisée, and YWCA, Take 2 YouthBuild, Library	Early Action Short Term
People	Take 2 YouthBuild	Short Term
People	Lewiston PD, Root Cellar, LPS, CCI, Montello School, Community Credit Union (Family Financial Literacy)	Short Term
People	Lewiston Public Schools	Medium Term
People	Lewiston Public Schools, Tree Street Youth	Medium Term
People	Lewiston Public Schools	Medium Term

Goal 8: GROW INDIVIDUAL EDUCATION OUTCOMES

Goal Metrics:

- › Number of children ready to learn in kindergarten, as measured by fall testing in Kindergarten and/or spring testing prior to entering kindergarten
- › Number of youth that leave high school with aspirational plans in place (work, apprenticeship or college)
- › Number of children who matriculate

Goals	Strategies	Actions
8.1	Expand the supply of quality early childhood classroom space in the Tree Streets by 50% through 2025	
	a	Create two classrooms of (8) children aged six months to three years in each of: The current Promise EEC at Coburn School (16 new slots) A new center co-located with other community services at the re-purposed Longley School (16 new slots)
	b	Create one classroom of (16) children aged three to five years in each of: The current Promise EEC at Coburn School (16 new slots) A new center co-located with other community services at the re-purposed Longley School (16 new slots)
8.2	Expand the utilization of existing and new quality early childhood programs among Tree Street families	
	a	Engage Community Navigators to organize parents and grandparents around the opportunity and importance of local quality care
8.3	Collaborate with Lewiston Public Schools and the School Committee to improve conditions for learning	
	a	Ensure that the school campuses are safe and welcoming for neighborhood youth
	b	Reduce the impact of poverty on students' success
	c	Advocate for restorative practices to reduce suspensions
	d	Support Tree Street Youth's School Partnerships
	e	Improve access to summer school programming
	f	Support the reuse of Longley Elementary School as a Community Institute
8.4	Provide fun (and safe) paths to school and welcoming school communities	
	a	Improve routes to school, school bus stops, and signage
	b	Maximize the city-owned property surrounding the new school campus
8.5	Encourage life-long learning and skills development with educational opportunities for adults	
	a	Tailor Adult Ed with contextualized English Language Learning opportunities
	b	Connect to Lewiston's Adult Education College Transitions Program
	c	Peer to Peer education

Choice Implementation Area	Implementation Partners	Timeframe Short (0-2 years) Med (2-5 years) Long Term (5-25 years)
People	Promise EEC	Medium Term
People	Promise EEC, Lewiston Public Schools	Long Term
People	Promise EEC, MCI	Short Term
People	City of Lewiston, Tree Street Youth, USM, Lewiston Public Schools	Short Term
People	City of Lewiston, Tree Street Youth, USM, Lewiston Public Schools, Bridges Out of Poverty Steering Committee	Short Term
People	Lewiston Public Schools, MCI, Tree Street Youth, USM, RJIM	Short Term
People	Lewiston Public Schools, Tree Street Youth	Short Term
People	Lewiston Public Schools	Short Term
Neighborhood	City of Lewiston, Lewiston Public Schools, Lewiston Adult Education, Tree Street Youth, USM , The Root Cellar	Medium Term
Neighborhood	City of Lewiston, Lewiston Public Schools, Tree Street Youth, Take 2 YouthBuild, Healthy Androscoggin, LUPH	Medium Term
Neighborhood	City of Lewiston, Lewiston Public Schools, St. Mary's Nutrition Center	Medium Term
People	Lewiston Adult Ed, IRC, Root Cellar, USM/LAC Interns, LPD, Community Credit Union (Financial Lit)	Medium Term
People	Lewiston Adult Ed	Short Term
People	IRC	Short Term

Goal 9: GROW PATHWAYS TO THRIVE AND ECONOMIC MOBILITY FOR ALL

Goal Metrics:

- › Percentage of residents who self-declare feeling satisfied with their household income, as identified in a random sample survey of residents.
- › Number of businesses, number of employees at businesses- in Choice Neighborhood
- › Average income of area residents, median income of area residents (Choice Neighborhood)
- › Percentage of workforce development graduates who are employed- upon completion of the program, at 6, 12 and 18 months.

Goals	Strategies	Actions
9.1	Connect residents to jobs, and provide supports for job retention	
	a	In partnership with CCI Workforce Development, and other workforce partners, CCI Family Advocates will connect, encourage and support every Maple Knoll head of household to access existing workforce resources
	b	Through Tree Streets Community Navigators, and in partnership with CCI's Workforce Development, and other workforce partners, organize residents at-large on the workforce opportunity system of Lewiston, and connect them with the proposed workforce and business development center in the repurposed Longley School
	c	Through CCI and other workforce partners, connect residents to career path opportunities such as apprenticeship, on-the job training, and certification programs
	d	Leverage residents' rich agricultural backgrounds for immediate employment and greater community health and wellness
	e	Pop-up neighborhood job fair
9.2	Work to reduce poverty by adopting three, strong, national best-practices	
	a	CCI will join the EMPATH Learning Network and adopt the EMPATH Mobility Mentoring framework and Bridge to Self Sufficiency tools in its work in Lewiston
	b	CCI's Family Advocates will become facilitators of the Getting Ahead Curriculum among Maple Knoll families to help them to uncover and strengthen their own resources to move to self-sufficiency
	c	CCI will train its Family Advocates, Community Navigators, and all of its coaches (workforce development, family development, Parent Partners) in Family-Centered Coaching
9.3	Increase access to and partnerships with commercial and professional service networks	
	a	Partner with local employers to understand their needs and create tailored workforce development programs
	b	Increase knowledge among local businesses about the new cultures contributing to Maine's growth and support them to attract, train, and keep that new workforce and its diversity.

Choice Implementation Area	Implementation Partners	Timeframe Short (0-2 years) Med (2-5 years) Long Term (5-25 years)
People	CCI, Bridges Steering Committee	Short Term
People	CCI, Bridges Steering Committee, Take 2 YouthBuild	Short Term
People	CCI	Short Term
People	Regional producers, St. Mary's Nutrition Center, CDI, New Roots Coop, SLRO, Somali Bantu Community Association	Medium Term
People	Adult Education, Local employers, Career Center, WMCA, Chamber	Short Term
People	CCI	Short Term
People	CCI	Short Term
People	CCI	Short Term
People	Adult education, local employers, IRC, Career Center, WMCA, CCI, CMCC, LA Metro Chamber WFD Committee, Bridges Steering Committee	Medium Term
People	IRC, MCI, local employers, LA Metro Chamber WFD Committee	Medium Term

Goals	Strategies	Actions
9.4	Develop career skills over time that are in demand in the region's growth industries – Health Care, Manufacturing, and Construction.	
	a	Create rapid connections to low-entry-level-requirement training and experience
	b	Guide participants through their initial accumulation of skill and experience
	c	Mentor them as they begin to build careers
9.5	Build businesses to create new job opportunities for residents in response to neighborhood needs	
	a	Support small-businesses, start-ups and entrepreneurs
	b	Partner with a private entity to create a General Contracting company with focus on lead abatement, lead-free housing rehab, and small-landlord property management
	c	Utilize existing opportunity zone and Community Concepts Financial Corp to attract and access capital for this enterprise
	d	Collaborate with employers and colleges a micro-transit industry to provide affordable, convenient, on-time transportation among work and home locations
	e	Expand extended-day day care services for parents and guardians who work non-traditional hours
	f	Provide opportunities for day jobs working on community projects
9.6	Grow our economic strength and local business presence	
	a	Assess the opportunity to provide neighborhood-wide wifi
	b	Work with existing neighborhood businesses to maintain and grow their presence
	c	Support the continued redevelopment of Lisbon Street as a mixed-use meeting place
	d	Advocate for the reuse of vacant mills as job centers

Choice Implementation Area	Implementation Partners	Timeframe Short (0-2 years) Med (2-5 years) Long Term (5-25 years)
People	CCI, St. Mary's, B-Street, CMCC, Adult Ed, WMCA, Career Center, Healthy Andro, Take 2 YouthBuild	Long Term
Neighborhood	City of Lewiston	Medium Term
People	CCI, LACH	Medium Term
Neighborhood	CCI, CCFC	Long Term
Neighborhood	WMTS, CCU LUPH	Medium Term
People	Promise EEC	Long Term
People	Take 2 YouthBuild	Medium Term
Neighborhood	City of Lewiston	Long Term
Neighborhood	City of Lewiston, Local Businesses, HNPC	Medium Term
Neighborhood	Lisbon Street Businesses, Downtown Lewiston Association, City of Lewiston, HNPC	Medium Term
Neighborhood	City of Lewiston, LA Metro Chamber of Commerce	Short Term

